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Information Outlook, January 2006

Special Libraries Association

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information **outlook**

vol. 10, no. 1

January 2006

www.sla.org

Knowledge Management in a Nontraditional Setting



The Case of a Nonprofit **ARTISTIC** Organization

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A photograph of a child running on a beach, flying a red kite with a long green tail. The sun is setting over the ocean, creating a warm, golden glow. The child is in silhouette, running towards the right side of the frame. The kite is high in the sky, and its tail is long and flowing.

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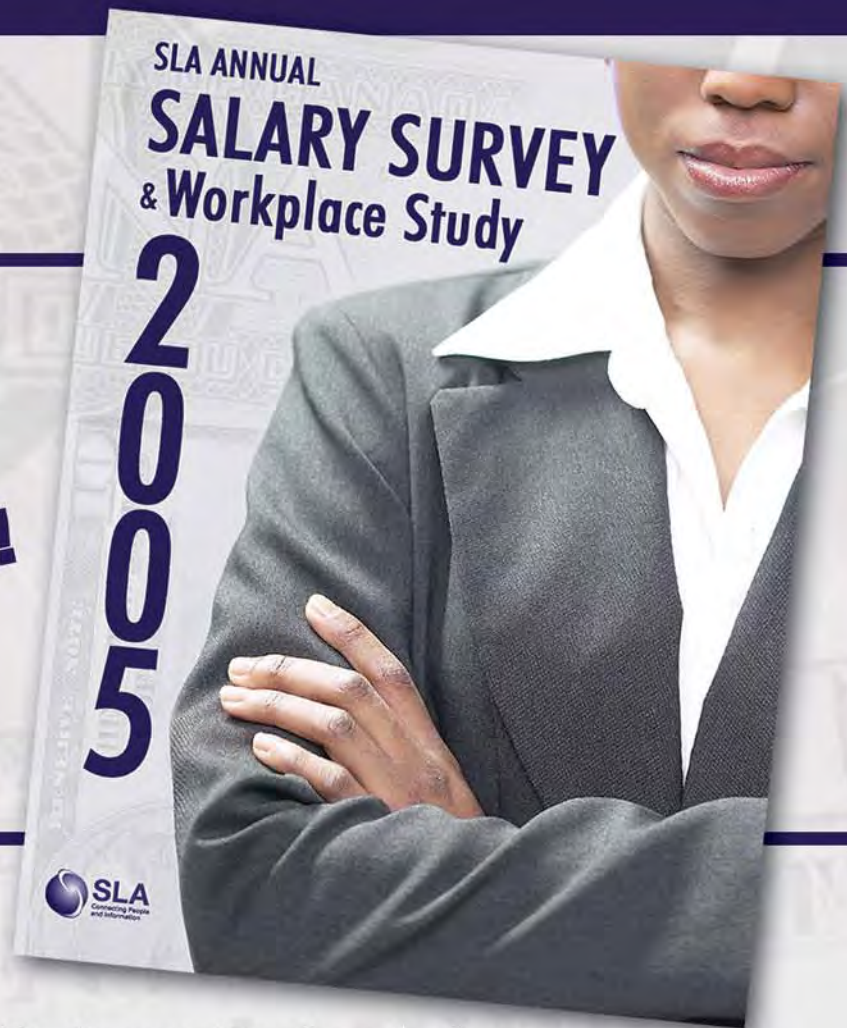
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Let's Pause and View the Big Picture



Pam Lollo

This month at the SLA Leadership Summit several hundred of us will be thinking about leadership issues and what it means objectively and personally to be an effective leader. We will speak to what it means to be a good leader within SLA and within our individual workplaces.

Arguably, more books are published on leadership every month than on any other business discipline.

I could take this whole page and ruminate about what leadership means to me, but rather than belabor that, I would like to share with you two articles that I have recently read. The way they intersect (or the way they got jumbled together in my brain) has made an impact on me. They are: "Leading at the Enterprise Level" by Douglas A. Ready (MIT Sloan Management Review, Spring 2004) and "Why Don't We Know More About Knowledge?" a discussion among Michael Hammer, Dorothy Leonard and Thomas Davenport (MIT Sloan Management Review, Summer 2004).

Both speak to leadership as viewing the big picture confronting the organization and the demands for understanding the work style of the individual worker. The authors cautioned against developing leaders silo-style, based on product management and functional responsibilities. Organizations that

refuse to recognize the unique contributions of their employees and workers who refuse to recognize how they must work together in an ensemble with others do so at their own peril.

How often are we as information professionals herded into some organizational silo chafing at the bad fit? How often are we irritable and organizationally frustrated at the territoriality that is part of the management competition among the silos within our organization? How easy is it to just try to adopt the latest organizational mantra disguised as an organization-wide strategic initiative when not so secretly what this initiative looks like is the mechanism that someone is using to try to save his or her own neck? Organizational life can become very narrow and small if we allow it.

The authors suggest at least two interesting ideas: First, leadership is about identifying processes and relationships that do or don't work and enabling the participants to "design out" the aspects that don't work and recognize the creative ones that do. Second is the idea leaders face complexity and make it simpler for the people who work with them.

Perhaps these observations resonate with you as well. I think that these are patterns of leadership that are natural to information professionals and librarians—but that we have to work on the "big picture" part. We are often so busy trying to make life less complex and operationally more comfortable for our clients that we miss the thread of where what we are doing is actually leading. (I make an intentional pun here).

As we look to examine what our profession contributes to our organizations, the industry, and the world at large, I suggest that we step back and look at some of those big contributions that we do make and that we could approach if we would pay more attention to what all the departments in our organizations do

to contribute value to our organization's clients. Perhaps the value is in the flow, and the interconnectivity, and the ability to make the big intellectual and operational connections.

I would like to congratulate some colleagues this month who are successfully making the big intellectual and operational connections.

I would like to congratulate Janice Lachance for her persistence in understanding the issues confronting the information community during the World Summit on the Information Society) held in Tunisia recently and for being invited by the United States government to serve as an official member of a delegation recruited to help shape a position on the future governance of the Internet. (Governance of the Internet seems to be big picture enough). This was a long-term commitment of almost two years, and Janice labored long to be able to add our voice and our language to this global discussion.

I want to congratulate all the task force leaders and members (who are leaders in their own right) for tackling some big picture issues for our profession and our association. I look forward to seeing their preliminary findings and listening to their ideas.

I want to congratulate the board and several of our association executives for volunteering to organize if not institutionalize innovation as they organize themselves into what we now call "Collaborative Strategic Work Groups" or CSWGs for short. (I'll write more about them as the program matures).

I would also like to thank the task force led by President-Elect Rebecca Vargha, who imagined and executed this year's Leadership Summit.

So, to paraphrase one of the articles, please go out there and reconcile the tensions between the details and the big picture; sometimes the view in the distance is inspiring if not just plain breathtaking. The leadership part is persuading others to look with you.

By Carolyn J. Sosnowski, MLIS

EContent 100

www.econtentmag.com/EContent100

Fairly frequently on the SLA discussion lists members ask other members for the names of vendors that address particular research or service needs, or for feedback about individual product features. In addition to the Vendor Products Information Portal (www.sla.org/content/resources/infoportals/VendorProducts.cfm), a great place to find this type of vendor information is the EContent 100 list. The site asserts these are companies that “matter most in the digital content industry,” which means you can use this resource to find content management systems, blogging tools, consultants, search engine technology, and various information services. For your convenience, listings are organized by category. The scope of each company is described, and individual product names are given. The list is updated each year by a group of well-qualified judges.

Artcyclopedia

www.artcyclopedia.com/about.html

If you are looking for online images of “museum quality” art, start with Artcyclopedia. This site provides links to art in various formats—photographs, paintings, architecture—through artist, title, and museum searches, as well as through browsable categories. But that’s not all. Read original articles about exhibits, art in film and television, and new books. There’s also a section for art news (updated daily), links to glossaries, and a directory of art museums around the world. So much to explore and enjoy.

Basic-Digital-Photography.com

www.basic-digital-photography.com/index.html

“Your Personal Guide to Digital Photography.” So many of us have abandoned our traditional cameras for the instant gratification and photo share ability of digital cameras, but are we using them to their best potential? Probably not. A digital photography hobbyist has created a site that features camera reviews and techniques for making the most of the myriad of modern camera features. The site also offers suggestions for photo editing, printing, sharing, and storage.

Outsell Sees Big Growth In Online Search, Aggregation, Distribution

Analysts with Outsell Inc. see search pushing information industry revenues to \$59.6 billion by 2008.

Outsell has released a new report, I-MarketSM MarketView, Search, Aggregation, and Distribution Services Segment 2005—Search Revolution Fuels Information Industry Upheaval. In it, analysts cite search, aggregation and distribution services (SADS) as not only the fastest growing, but the most disruptive segment of the \$263 billion information industry.

The SADS segment includes search engines, general aggregators, subscription services providers and book distributors, and features newer global players like Chinese search engine SINA in addition to long time U.S. companies like LexisNexis, Dialog and Microsoft (MSN).

So-called “disruptive” companies like Google and Yahoo! have propelled the segment to a 20.5 percent growth rate by making previously inaccessible content available to millions of users, and ultimately, enabled the scaling of the Web, Outsell says.

Analysts forecast that SADS will continue to outperform the general information industry’s 9.8 percent growth rate, by growing 18 percent in 2005, and achieving a 17 percent compound annual growth rate from 2005 through 2008. Revenue projections are \$37.6 billion in 2005 and \$59.6 billion three years later.

Key Points

Top players. SADS revenue leaders in the search and portal space include AOL, Yahoo!, Google and MSN, followed by Ask Jeeves, InfoSpace, and SINA. The leaders in licensed content aggregation are Thomson, with both Gale and Dialog; Reed Elsevier, with LexisNexis; ProQuest; and the Reuters-Dow Jones joint venture Factiva. In distribution and subscription services, Royal Swets & Zeitlinger, Follett Educational Services, Ingram Book Group, and Baker & Taylor, Inc.-Institution Division take top spots.

Changing attitudes toward search. Beyond 2005, the core model of general open search will peak and then decline for business-to-business use, as users shift to more targeted and effective means of obtaining the precise information that’s important to them. Top SADS players will need to respond to new customer demands for proactive personalized content delivery, RSS-powered self-aggregation, specialized vertical search, and content integrated into users’ most critical business applications.

The SADS MarketView was created from Outsell analysts tracking more than 4,000 publishers and content providers across the information industry, as well as the information consumption and buying patterns of more than 40,000 knowledge workers. In addition to financial data, it looks at key trends arising from the reshuffling of user habits, ad spending, and partnerships, driven by the ascendancy of search. For more information, see www.outsellinc.com.

Copyright Newsletter in 10th Year

The Copyright & New Media Law Newsletter enters its 10th year of publication this year. From its beginning at a kitchen table nine years ago, the newsletter has grown to a subscriber and contributor list that reaches across the globe.

Founded in 1997, the print newsletter keeps readers informed of developments in copyright law and provides advice for everyday activities.

Contributors and subscribers work in libraries, archives, museums, corporations, educational institutions, governments, and law firms and are from around the world, including Australia, Belgium, Canada, China, Denmark, Germany,

The Netherlands, New Zealand, Norway, Singapore, Slovenia, South Africa, Sweden, Switzerland, the United Kingdom and the United States.

Subscribers receive a 12-page print newsletter four times a year, plus frequent e-mail alerts. An optional intranet license is available to print subscribers.

The newsletter is edited by copyright lawyer Lesley Ellen Harris, who writes the monthly column Copyright Corner for *Information Outlook* and also is author of *Canadian Copyright Law* (McGraw-Hill), *Digital Property* (McGraw-Hill), and *Digital Licensing: A Practical Guide for Librarians* (ALA Editions).

For more information, see <http://copyrightlaws.com>.

NCLIS Launches New Web Site

The National Commission on Libraries and Information Science has redesigned its Web site. See www.nclis.gov.

The new site not only has a dramatically different appearance, it represents a major reorganization of the content and links, according to an NCLIS press release. It is designed to help people find current and historical information about national information policy, dissemination of government information to the public, and news about the Commission and its initiatives and activities.

A vital part of the site continues to be devoted to Statistics and Surveys. NCLIS works cooperatively with the National Center for Education Statistics (NCES) to disseminate U.S. library data and analyses. The site has links to the data sources for the Academic Library Survey, Public Library Survey, School Library Media Center Survey, and State Library Agency Survey.

It also provides information about the commission's roles in serving as liaison to the library community, organizing meetings and training workshops, organizing training and technical assistance, and monitoring trends.

Directory of Open Access Journals

www.doaj.org

There are many well-established tools at our disposal to search for journal articles that have been published in "traditional" journals. How can we find what has been published in the open access arena, or if open access titles even exist in our areas of focus? That's where the Directory of Open Access Journals comes in. There are more than 1,900 scientific and scholarly journals linked from the directory, and almost 500 of them can be searched for article content. Selection criteria (information coverage, access, metadata, and quality) are clearly outlined. For example, journals cannot have an embargo period to be included. Users may browse journal titles and subject areas, and perform title searches. A separate search function finds relevant articles; fields include abstract, author, and ISSN.

Insurance Institute for Highway Safety

www.iihs.org

This non-profit organization researches automobile safety by crashing cars...so you don't have to. Before you buy an automobile, check out the vehicle ratings (for small cars up to large pickup trucks, with SUVs in between). An e-mail alert service lets you know when new test results have been posted. If you are interested in more in-depth research, the Institute produces a near-monthly newsletter and also provides legal and regulatory information on the Web site. How do anti-lock brakes work, anyway? The Q&A section is full of interesting statistics and facts about vehicle components and issues surrounding driving.

Carolyn Sosnowski, MLIS, is an information specialist at SLA.

To Improve This Year, Review Last Year

By Debbie Schachter

The new year, regardless whether it begins your organization's fiscal year or not, is a natural time to reassess and reaffirm. While November and December are usually hectic months, both personally and professionally, it seems that most people see January as the time for renewal. Professionally, January is an excellent time for every library manager to reassess what she or he has accomplished during the previous year, to mesh with the planning process.

As you are aware, development should always begin with planning; and planning can't begin until you are clear on both what the goals are and what the situation is at present. Furthermore, understanding where you are now involves a clear assessment of what achievements you have made and how you reached this point.

One easy way of reviewing the previous year's activities and achievements is to go through your engagement calendar or palm pilot, for the last year, to see what you actually accomplished in each month. What were the projects or deadlines that appeared and when? What crises did you deal with? What unexpected events occurred? Did you spend enough time promoting and developing your library services? Were you on time for projects and reports? What were some of the roadblocks that you encountered in reaching goals? You may be surprised at what you discover.

Sometimes in our rush to get each activity completed, we don't take the time to see the big picture. By reviewing what you did each month in this way, stepping back and getting good senses of how you spent your professional time last year, will give you ideas for improvement this year. Without taking a lot of time, you can quickly get a sense of areas that may improve, related to particular activities or project development, and you will also see those reasons you have to congratulate your staff and yourself on your library's many accomplishments.

Without going into the formal planning process (which you will schedule annually), this gives you a rather quick and informal review of tangible problems. Problems will be apparent in your day-to-day routines, as you have calendarized them, such as repeated deadline delays or the inability to provide particular services at various points in the year. For example, if your library was unable to consistently provide company-wide access to information services via your intranet throughout the year, was this due to staffing issues (training, absenteeism, etc.) or due to technology failures (within or

outside the library)? Often, in our rush to deal with the problems of the moment, we don't have time to step back and reassess what else we can do to provide services and create demand for our skills.

The new year is also the time to think about leaving behind library services and processes that either don't work and/or don't show a reasonable return, or are simply no longer required. Outside of your strategic plans, you will probably be doing this type of periodic assessment of the state of library services, but the new year is a good milestone for doing so.

On the personal level, the early new year is an excellent time to think about renewal and re-energizing yourself and your staff. As a manager with staff, you should be thinking about how you want the energy, mood, and tone of the library environment to improve, change or even continue as it has been. People more naturally expect change to coincide with the new year, whether that be in making new year's resolutions (with the best of intentions) or to see the possibilities for the upcoming 12 months as a clean slate. This is the time to take advantage of that natural energy, or to help devel-

op it among your staff, for enthusiasm as to your mission, services and new projects for the year.

Some suggestions for building and retaining this energy are:

1. Make sure to clearly define your own goals for the year. By extension, as the library manager, these are the library's goals. Your timeframe for doing this may have been at the end of the previous year, your library's fiscal year end or start, or in January of the new year. Take a hard look at what you do with your time to make sure you're not wasting your energy in areas where other staff members can provide better value for the time, or to determine where you need to improve your skills.

Once you have accomplished this, you must plan your staff members' performance reviews and the related goal setting. Make sure that goal setting is part of the performance evaluation and that each staff member sees how her or his individual contributions ensure the success of the library's overall goals. Make sure that each staff member's goals are achievable and relevant within the agreed-upon time frame. Show support to your staff by providing each

Debbie Schachter has a master's degree in library science and a master's degree in business administration. She is the associate executive director of the Jewish Family Service Agency in Vancouver, British Columbia, where she is responsible for financial management, human resources, database and IT systems, and grant application management. Schachter has more than 15 years' experience in management and supervision, technology planning and support, in a variety of nonprofit and for-profit settings. She can be reached at dschachter@jfsa.ca.



employee with opportunities for professional development or training.

2. To re-energize your staff, think about holding a staff or management retreat, (or both, depending on the size of your library staff). This is especially important if you haven't held a retreat recently, or if there has been significant change in staffing during the past year. The retreat should be off-site and should provide at least a day away from the workplace. The retreat should also have at least three goals: 1) to improve the working relationships between staff members; 2) to ensure that everyone is working towards

the same library goals and objectives; 3) to address any broad or underlying problems, such as with general processes and procedures, or relationships with other departments, etc.

3. Reaffirm your professional relationships, including involvement in professional associations, which are essential for both your personal and professional growth. If you have time, volunteer for an association position or provide support to new librarians or library students as a mentor, a program often organized by the library school or the local SLA student chapter. If you don't have the time, make sure

that you attend professional development events, and seek support from your peers. As most special librarians are aware, one of the most important parts of being in a professional association is in the support and wisdom you can receive from your virtual colleagues around the world.

There are so many practical ways to make sure that the new year begins in a productive and positive manner. The suggestions above, among others, don't need to take a lot of time but they do require the commitment to action. Your library staff is looking to you to provide leadership and to communi-

cate to them the vision of what your library is and the importance of the services you provide to your customers. Re-energizing yourself and your staff for the new year by reconnecting, reassessing, planning, and creating new goals is ultimately rewarding for all. Your customers, as always, will appreciate your renewed focus and positive energy, not to mention the targeted services and prompt response. Your staff will feel more in-tune with each other and with the organization at large, and understand their importance in reaching the library's goals. ●



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January 25, 2006

Topic:
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Presenter: Darlene Fichter,
Data Library Coordinator,
Univ of Saskatchewan Library

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It's All About Giving Back to the Community

By Forrest Glenn Spencer

For a petite, soft-spoken woman, Cynthia Cheng Correia loves to talk—especially if the subjects are sharing knowledge, collecting information, or developing techniques for others to collect data.

She won't be silent, and her clients—fellow SLA members and other information professionals—are the fortunate ones because if there is any one contemporary in the industry who is apostle on competitive and market intelligence and training—it would be Cynthia Correia, Principal of Quincy, MA-based Knowledge inForm, Inc.

Cynthia's life is reflective of the Franklinian principle that success is not measured by the size of one's house or the glitter and lace upon the clothes but

by what an individual gives back to the community—for that is true wealth, according to Benjamin Franklin.

As an information professional, she is then a wealthy woman in that regard. Not only does she fulfill the service needs of her clients but she is involved actively in the promotion of information and library science, and intelligence gathering, through her company, SLA, its Boston Chapter, and numerous other institutions, including her alma mater, Simmons College. Her work and life are industrious and bountiful. As principal of Knowledge inForm, she helps professionals and organizations achieve effective competitive and market intelligence.

"My services include helping companies and corporate information centers expand into competitive intelligence functions, maximizing an organization's



SLA Member Profile

Cynthia Cheng Correia

Joined SLA: 1996

Job: Principal

Employer: Knowledge inForm Inc.

Experience: 14 years in LIS

Education: BA, University of Massachusetts; MSLIS, Simmons College; Competitive Intelligence Certificate, Academy of Competitive Intelligence

First LIS job: Manager of Information Services

Biggest Challenge: "Making a dent on my reading and movie lists!"

information and knowledge base for competitive intelligence, and training in expert-level intelligence,” says Cynthia. “I work with clients across industries, including technology, financial and business services, health care, information and content, and consumer goods.”

The road to Knowledge inForm and within the information profession community was one of good opportunities and hard work, a journey that began more than 12,000 km from her New England home of today, in Taiwan more than 30 years ago: Her mother, a native of Taiwan; her father, an American who was stationed overseas for the U.S. Navy. It was during Cynthia’s childhood that the family moved to her father’s home state of Massachusetts and she prospered in the opportunities that came her way.

Cynthia began her undergraduate work at NYU, ultimately earning a dual major in English and history at University of Massachusetts Dartmouth. Her initial intention was to be a professor, but it wasn’t until she transferred to UMass Dartmouth that she considered a career as an information professional.

“In 1990, there was a librarian at Dartmouth who became a mentor and encouraged me to consider library science as a career,” recalls Cynthia. “I was working at the library on an internship program, and they have this wonderful program where they brought in undergraduates to essentially serve as peer support in research. It was this mentor who told me to consider Simmons College in Boston, her alma mater, for my master’s.” The mentor was Kate Randall Haley, MLIS, who is today the librarian for business and economics at UMass Dartmouth and the administrator of Project ASC (Automated Searching Cooperative). Not surprisingly, Randall Haley was recognized by SLA’s Business & Finance Division in 1997 for her work in supporting the advancement of careers in the information industry.

What attracted Cynthia to library science was the dedication to the profes-

sion by Randall Haley and program head Shalleen Barnes. “They helped me understand the value of information, and they coached us to serve. The program allowed us to comfortably understand what library science can offer; and once you’re bitten by the bug, it’s really hard to turn back.”

For more than 100, Simmons College Graduate School of Library and Information Science has been a leader in developing librarians and information professionals.

Correia earned a master of science degree in library and information science from Simmons College in the mid-1990s. Her first job upon leaving Simmons was with an economic development nonprofit organization in Boston. Her job was to start their first Information Service. “It was a nice opportunity to build something from the ground up,” she said. “In economic development, there are states and regions that are trying to attract business to their areas and they are in competition with one another; and that exposed me to aspects of competitive intelligence and this gave me the interest to pursue CI further.”

Upon that exposure, one of her first resources in learning more about CI were the publications of Michael E. Porter, who is one of the world’s leading figures on competition and strategic development. Porter, who today is a Harvard Bishop William Lawrence University professor, has long played an important role in economic development and helped develop some of the framework for measuring competitive-ness within industries.

It was during the 1990s that Cynthia expanded further into CI and began to fully appreciate the field and the significant role CI plays within the information profession. “To really conduct competitive intelligence you need to have a system in place or have access to that system,” she said, recalling those first lessons. “For a corporate librarian just to conduct CI and monitor only what is going on without understanding the sig-

nificance and the impact of those developments falls short of true CI.”

Her move from LIS into CI had been a gradual one. After three years with the nonprofit economic association Cynthia moved to Fuld & Company, an international research and consulting firm specializing in business and competitive intelligence, headquartered in Cambridge, Massachusetts, where she held the position of director of information services.

It was at Fuld & Company that she received a certificate in competitive intelligence from the Fuld-Gilad-Herring Academy of Competitive Intelligence in 2000.

Ever-Changing Work

Cynthia’s work with CI, like the industry, has not been static. CI is ever-growing and evolving, and professionals in the field must be ready to meet those changes. It is perhaps this ever-changing environment that keeps her on the move; it is perhaps why she is an active proponent of the information profession. Besides serving the needs of her clients, she also is actively involved on SLA’s Advisory Board of the Competitive Intelligence Division and editor of *Intelligence Insights*; conducting seminars, traveling to deliver speeches; writing articles, white papers, and books on CI; and teaching undergraduate and graduate classes at Simmons College Graduate School of Library and Information Science, where she has been a member of the adjunct faculty since she earned her MLIS. It’s really no wonder that teaching has played a central role in her life.

The formalization of CI education, too, is still evolving. She believes that not all those who have an LIS degree are necessarily ideal for CI. It’s really based upon the talents and characteristics of an individual.

“CI includes a process of several different func-



Forrest Glenn Spencer is a Virginia-based independent development researcher and freelance writer. He specializes in developing potential donor prospects for non-profit organizations, such as America’s Promise – The Alliance for Youth, the National Coalition for Cancer Survivorship, and the American Red Cross. He was a 14-year broadcast news associate and has written for numerous print and Internet publications for the last several years. He can be reached at fspencer@chemsoft.net.

SLA Member Profile

tions. You may have an individual who is a top human source collector and you may have another who is a top published source collector. You have to have a multifunctional team to have CI system in place, bringing a variety of talent. Most of the people that I know in CI have not come from any particular path, so perhaps over-time there will be more certification requirements and more CI tracks in schools. We're not there yet—that formalization—so most practitioners come from business, from the legal industry, journalists, etc. It really depends on the function they are serving. For many, it's serendipity, like me, to be introduced to CI, and here I am.”

For her, the activity is also about giving back to her community, to those who are information professionals. Clearly, she has been one of the leading proponents of information professionals and the CI industry.

Cynthia Correia has written for numerous publications, including *Super Searchers on Competitive Intelligence*, SLA's *Information Outlook*, and the Factiva CI Center. She is also the author of Knowledge inForm's Competitive Intelligence series of Know!Books, webinars, and seminars. Besides being a long-time member of SLA, she is also a member of the Society of Competitive Intelligence Professionals (SCIP), past president of the Alumni Association at Simmons College Graduate School of Library and Information Science, and a member of the Beta Phi Mu honor society for information professionals.

It was during her Simmons College days that she joined SLA, first as a student, and she has been a member ever since. “The Boston Chapter of SLA is very active,” Cynthia says. “There was an active participation amongst the members, very welcoming within the profession, and that was a real draw for me. There's just a lot of enthusiasm and I see now that my students are attending these events. To succeed in the information profession you need to be a people person. I don't think of the SLA events as strictly networking opportunities. There are just a number of people I enjoy seeing at these events—that was the draw for me when I joined, and it still is today.” Cynthia has been a mem-

ber of the Boston Chapter since 1996 and also is a member of the Leadership and Management, Business and Finance, and Competitive Intelligence divisions. For the last couple of years she has been the bulletin editor of the Competitive Intelligence Division.

In all of her published works, public speaking engagements, seminars, and classroom instructions she touts the value of CI: It is the client to make decisions, to devise goals, and to effectively lead their organization; CI is about people. “CI is about helping people understand the process and components that go into it. We do that by building a system, enhancing their system, or training them in the various techniques and tools. Our primary focus in CI is to allow the people to serve the organization.”

More than Databases

And not too surprisingly, CI is not just about databases and software systems. It's about the involvement of people and using them effectively within the organization to produce the results and goals desired. “Human beings articulate the intelligence needs. Humans define the primary factors of any project in the collection analysis initiative. Information collection is driven by human beings who make the decisions.”

When Cynthia teaches online research at Simmons College, she and her students may use systems and tools but it's really the person driving the data collection. “Human beings need to understand the current conditions derived from the data to anticipate future developments. There's no tool that can allow you do that. So throughout the intelligence cycle, it's about people. The Internet has helped make the delivery of information faster but it's the people who still create intelligence and spread the word about what the intelligence says.”


More people have become better aware of the benefits of intelligence, whether it's competitive or marketing, over the last generation, as the American industry shifted from manufacturing to information-based and more countries have entered into the expansive rise of the global economic boom since the end of the Cold War. “More folks are under-

standing what CI is and the power of CI. Industries and organizations are practicing aspects of intelligence more than before, and we see this in correlation with librarians paying more attention to CI, supporting—and leading—CI initiatives and transforming their firms to include CI practices.”

Ben Franklin (a childhood hero of Cynthia's) again was a proponent of information's having no boundaries, that knowledge is to be exchanged freely. Last year Cynthia Correia and her company participated in a joint program by Simmons GSLIS and Harvard University to train Iraqi information specialists in the current practices of the industry, from archiving and preservation to organization and curriculum development.

“I've been very impressed by how many have been able to learn technologies and access technologies quickly, to find resources online and get themselves up to speed.” This has been a great stride forward with a system limited to the amount of electrical power available each day and Internet access. The two-year \$100,000 program was funded by a National Endowment for the Humanities grant. Cynthia traveled to Jordan with her team to meet the Iraqis and to do what comes naturally to her: to teach and to share what she knows.

“The teaching is something I do because I enjoy it and I want to support my alma mater,” Cynthia said, proudly. “The public speaking is something I'm interested in doing because it engages me with different audiences. What I like about that is offering some of what we do at my company to those in the information industry who cannot otherwise access our services. What we do is expose organizations through workshops and seminars to those services. I do see it as part of our training efforts. I feel what I'm out with people that I am training. I do it to help spread the word and spread the knowledge.”

And wherever the information industry evolves into next—you can be certain SLA member Cynthia Cheng Correia of Knowledge inForm will be sharing what she knows with those who wish to learn. 

Knowledge Management in a Nontraditional Setting

The Case of a Nonprofit

ARTISTIC Organization

By Stephanie A. Lemieux, MLIS,
and Kimiz Dalkir, PhD

Knowledge management(KM) is considered, in both the popular and academic literature, to be a discipline that is applicable in for-profit settings. But KM strategies and techniques are not exclusive to the corporate sector; they can be equally valuable and effective in less traditional settings.

Specifically, KM has a definite role to play in small nonprofit organizations (NPOs). Small NPOs have many of the same concerns and management issues as for-profit firms, and they are also involved in knowledge work. Many large NPOs (such as the World Bank) have embraced KM, but smaller organizations have been slower to adopt KM practices, perhaps because of a perceived problem of fit: KM tools and strategies that were developed in large for-profit settings may not be directly applicable to smaller organizations. Small NPOs are not just smaller versions of large ones; their distinct differences create unique challenges and opportunities for the application of KM.

In this article, we discuss knowledge management in a non-traditional setting—namely, a nonprofit artistic organization.

The Organization

The organization is a well-established and recognized artist-run nonprofit center in Quebec. The membership and staff consist of professional artists, and the center offers space for the exhibition of art as well as for exchange among artists. The general purpose of the center is to offer an alternative to museums and galleries, where emerging artists can participate and collaborate. The center has charitable status and is supported by grants from all three levels of the Canadian government: municipal, provincial, and federal. It also obtains funds through membership fees and fundraising initiatives. Like all small NPOs, the center is constantly dealing with a lack of adequate resources. Though it benefits from relatively sizable grants (compared with similar centers), its employees are always inundated with work, and the center must find creative ways to achieve its goals.

The center has very strong historical roots. It was founded in the 1970s, at a time when collectivism was a popular organizational form (Bordt, 1997). The center has since moved away from being a true collective (an organization with distributed authority among all members, participatory decision making, minimal division of labor and rotation of tasks, and so on)

because of growth and the need for more structure. In the current organization, an elected board of trustees oversees decision making and policy making, approves and monitors the budget, and manages strategic planning (Lakey et al., 1995). The center also has committees dedicated to specific areas of interest within the organization, such as programming and publications; these committees report to the board. There are five salaried positions. Despite its more complex form, the center retains the essence of collectivism, as all committees, employees, and the board of trustees are ultimately (although mostly symbolically) accountable to the general assembly of members.

Culturally, the center is a very interesting and dynamic environment. As its membership is made up of professional artists and its mission is the dissemination of contemporary art, the milieu is one of great creativity and enthusiasm. Active members, trustees, and employees tend to be very passionate about the cause, and the group as a whole has very strong values and beliefs. Collaboration is a core value; members are encouraged to join committees and participate in projects that further the cause of the organization, and celebration of team accomplishments is frequent. The center has a very informal verbal communication culture, perhaps stemming from its collective roots, and a strong tradition of storytelling, which is promoted through its publication program. The center's organizational culture discourages negativity and conflict, which results in a tendency to avoid confronting problems.

The center also exhibits a preference for informality, associating structure and procedure with rigidity, which is perceived to inhibit creativity. Although the center has increased its level of professionalism over the years, it can still be characterized as relatively informal. Aside from its general rules of membership, meetings, employment contracts, and procedures/schedules imposed by granting agencies, it does not have many formal internal procedures or processes. As a result of the communication style, there is little documentation to support tasks. There is no formal training, but opportunities exist to attend external workshops.

The KM Initiative

Recently, the staff and board of trustees at the center have recognized various issues pertaining to communication, the recording of organizational knowledge, and the storage and use of this knowledge. They have expressed an interest in seeing how knowledge management principles could help alleviate these problems.

The first issue of concern to the board and staff is a lack of communication at various levels, a problem for many NPOs. One of the most important elements of successful KM is effective communication, as it is a prerequisite for knowledge sharing. For people in an organization to be able to share knowledge effectively, adequate methods of communication, as well as a supportive culture, must be available. Though the center definitely has a culture that supports communication, it is heavily inclined toward verbal communication. "Verbal" is used here to mean face-to-face methods of knowledge sharing. Keong and Al-Hawamdeh (2002) categorize face-to-face communication channels as either mediated or unmediated by technology. Unmediated face-to-face methods include meetings, presentations, and discussions; medi-

ated methods include telephone, e-mail, and groupware.

Though the center does rely on e-mail and telephone conversations, the preferred channels are unmediated, such as meetings. Unfortunately, although the artists prefer informal, face-to-face communication, these methods of communication are less practical and less effective. Board members and staff have busy schedules, making discussions difficult. This is the main drawback of unmediated face-to-face channels: They require a coincidence of time and location (Keong and Al-Hawamdeh, 2002). E-mail is used, but though this channel does not require a specific time or place, it causes a lot of wasted time in terms of back-and-forth messaging, especially when dealing with more than one person (which is often the case in a collective-style organization). Communication problems arising out of a dependence on informal verbal methods have caused some problems at the center, in that not everyone gets information in a timely fashion (or at all, if they were not present for a discussion), which results in some members and employees feeling out of the loop.

The challenge is to improve the efficiency and effectiveness of communication at the center without overly disrupting the culture or overloading the artists with IT. The solution must complement existing practices and fit into the culture, which values communality and discussion. In this case, the recommendation is to create another mediated face-to-face channel: an online space for discussions. Currently, many open-source, easy-to-manage technologies on the market offer options for discussion forums and document sharing. These online environments allow a number of people to have discussions and work on documents without being in the same place at the same time. Discussion forums and the "comment" options in document sharing allow all users to see the responses or comments of others simultaneously.

A second issue that emerges from the preference for informal verbal communication is a lack of knowledge capture. The communication problems described above affect the level of knowledge sharing among current members of the center, but an ongoing lack of knowledge capture and codification extends the problem across generations. If knowledge is infrequently captured and recorded, an organization soon encounters issues of knowledge continuity.

According to Pomian (1996), orally transferred knowledge has a small audience; the length of access is restricted to the human mind; and the knowledge can become modified over time. If an organization relies on individual memories, the "why" of events and decisions is likely to distort and decay quickly (Walsh and Ungson, 1991). Written knowledge, on the other hand, has a larger potential audience and stability over time, and access can persist with archiving (Pomian, 1996).

At this center, knowledge capture and codification methods and standards are lacking. Consequently, there is little documentation for role and task support, which results in ongoing reinvention of methods at all levels. According to Beazley and others, the primary asset of organizations is their operational knowledge, and its loss results in considerable duplication of effort: "[T]o the extent that critical operational knowledge has not been preserved between employee generations, each generation must start over by creating its own knowledge base" (Beazley et al., 2003). Currently at the center, operational knowledge is mostly informal and personal rather than formal and organizational,

meaning that it has not been recorded for future use. Thus, there is no way to continue good practices or progress from an existing knowledge base, which severely compromises the organization's ability to learn from its experience. The problem is compounded by the frequent turnover among employees and board members. The loss of valuable knowledge that arises from turnover is clear, showing the rich but fragile and insecure nature of individual versus organizational knowledge (Cross and Baird, 2000).

The main barrier to addressing this concern is the perception of knowledge capture and codification as an overwhelming amount of work that will burden staff rather than improve performance. This fear is connected to a misperception of KM as a "packrat" approach. The point is not to record everything produced by an organization; the organization must identify the knowledge worth capturing and integrating into its knowledge base (Cross and Baird, 2000).

The goal of KM is to relieve information overload, not create it, which is why capture and codification initiatives must focus on actionable knowledge (Dalkir, 2002). This approach is less costly—rather than building large storage systems, it focuses on knowledge that is useful to an organization in terms of learning and progress (Dalkir, 2002). Again, it is vital that any KM methods complement an organization's culture and way of working. In this case, the perception of documentation as a burden must be addressed in any suggested solution. As Conklin states, the notion of knowledge capture should be shifted away from being extra work to "tapping into the flow of communication that is already happening" (Conklin, 1993).

For this center, we can begin by improving existing methods of recording (for example, meeting minutes) and making them simpler. Templates are an excellent tool, as they force people to be concise and incorporate documentation into the routine. Once templates are used comfortably for existing documentation activities, their use can be extended to other activities that would benefit from knowledge capture and codification. For example, the center would gain valuable knowledge by conducting after-action reviews to extract best practices and lessons learned (Baird et al., 2000). Similarly, employees and board members could document their own personal best practices vis-à-vis their regular work routine. This knowledge could then be transferred to the next generation.

The third and final KM issue to be addressed at this artist-run center is the lack of organizational memory, which is created by the low incidence of knowledge capture and codification, and contributes to a more general problem of knowledge continuity. Organizational memory is the stored information from an organization's history that represents its collective experience and can be brought to bear on the present (Stein, 1995; Walsh and Ungson, 1991). Reviewing past decisions and actions can improve decision making in the present (Walsh and Ungson, 1991).

Though capture and codification make knowledge transferable across generations, the concept of organizational memory goes beyond simple transfer to include context, storage, and reuse.

Context refers to the addition of contextual information to the knowledge that is being captured and stored. Context is the "why" of a piece of knowledge—an aspect that distorts and

decays easily if left to individual memories (Walsh and Ungson, 1991). Without knowing the context of a previous decision or situation, it is difficult to relate it to the current situation (Wang and Ahmed, 2003).

Once "legacy materials" have been produced and contextualized, they must be stored in such a fashion that they are easily retrievable in the future. People are not likely to access knowledge in the organizational memory if it is not properly preserved, organized, and accessible. As Stein (1995) remarks, inquirers are less likely to retrieve information if it is harder to find it than it is to recreate it from scratch.

But the key feature of a thriving organizational memory is reuse—this is what differentiates archives from organizational memory. No matter how well contextualized and stored the knowledge is, if no one knows about it or uses it, it does not constitute an organizational memory. Stein says that "an organization that maintains but does not use its knowledge base...is dysfunctional for the simple reason that it is wasting organizational resources and missing opportunities" to learn from experience (Stein, 1995).

The center does have archives, but they cannot be considered as an organizational memory: They are not well organized, are difficult to access (they are not in the same building), contain inessential information, and, most important, are rarely consulted. The center has been diligent in keeping whatever materials were produced over its history, but it has not been selective in its approach to knowledge capture, which makes it difficult to locate critical knowledge without having to wade through boxes of material. The lack of organization deters any use of the captured and stored knowledge. The challenges in creating a functional organizational memory for the center are similar to those already mentioned: The solution must involve a limited amount of extra work and cannot be too expensive.

As in the recommendation for increasing knowledge capture and codification, methods of contextualization require high ease of use and integration into current work processes. This can easily be done by embedding context-capturing fields in templates. Solutions to address storage issues include the creation of a clear retention policy that limits what is kept and how it is preserved. It is also a good idea to keep some legacy materials onsite—physically or online—as ease of access will encourage their use. Reuse also can be improved by reducing the amount of information people must sift through to get to critical knowledge. Such reduction requires that the employees and board members who will be capturing and codifying knowledge understand how to identify essential knowledge and keep documentation concise.

Another way to control the amount of explicit knowledge created is to periodically summarize existing documentation. This type of work is usually performed by "knowledge journalists," but any member of an NPO can do it. For example, the main points could be extracted from the board meeting minutes of one year (which in this center's case is about 10 documents) to create a summary of the board's activities and decisions for that year. People are more apt to read a page or two than sift through a pile of documents.

Finally, a cultural barrier at the center affects reuse: a reluctance to consult records of past events and decisions for fear of hampering forward movement and leaving the organization

“stuck in the past.” If the board, staff, and members understood the benefits of a cautious appreciation for the past, such as learning from mistakes and reusing best practices, they might be more willing to make use of their experience (Walsh and Ungson, 1991). The addition of contextual information to captured knowledge may also increase their perception of the value of consulting records, as they will be more easily able to identify knowledge that is relevant to the current situation.

Challenges

To summarize, the nature and structure of this largely volunteer group results in the following particular challenges in terms of knowledge management:

- Organizational culture
 - o Strong cultural preference for informal, unmediated communication channels.
 - o Perception of reusing knowledge as being “stuck in the past.”
 - o Association of formalization and structure with inflexibility and restriction.
- Processes and procedures
 - o Few formal internal procedures and processes in which to embed KM practices.
- Resources
 - o Lack of financial resources to purchase KM-related tools or pay for human resources to perform KM-related activities.
 - o Small, generally overworked staff that cannot take on many more duties; KM seems like a burden that could interfere with daily business.

Next Steps

This artist-run center needs to move forward with a KM strategy. A first step would be for the key stakeholders of the organization to meet and reach a consensus on current strengths and weaknesses, their shared vision for the future of the center, and what issues need to be addressed within the next year to narrow the gap between the existing and desired states.

Once the strategy has been accepted and shared with the wider community, the center can move ahead in addressing some of the key KM challenges identified here. The center can become an example of a small nonprofit organization that has successfully adapted some of the KM strategies and tools that were originally designed for larger corporations. Other small NPOs could borrow some best practices and lessons learned from this particular case study.

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SLA ELECTION



PREVIEW

The screenshot shows a web browser interface for the SLA Board of Directors Election. At the top, there are navigation tabs: Home, Instructions, Ballot (highlighted), and Signout. Below the tabs, a message reads: "View and vote on your ballot below. You have two options to view candidate or issues details: To view details for all choices, click on the [document icon] button next to the ballot question. Note: all details will pop-up in a separate window. Please disable any pop-up blockers for this URL. To view individual choice details click on the [document icon] button next to a choice. Note: all details will pop-up in a separate window. Please disable any pop-up blockers for this URL." Below this, a red bar says "To view the next page click on the [Click to Continue] button". The main heading is "SLA Board of Directors Election" with "PAGE 1 of 1" on the right. The ballot contains five sections, each with a "Vote for" title, instructions, and a list of candidates with checkboxes and document icons:

- Vote for President-elect**
Instructions: (Choose one candidate)
☐ Stephen Abram ☐ W. Davenport "Davy" Robertson
- Vote for Treasurer**
Instructions: (Choose one candidate)
☐ N. Bernard "Buzzy" Basch ☐ Sylvia R. James
- Vote for Chapter Cabinet Chair-Elect**
Instructions: (Choose one candidate)
☐ James E. Manasco ☐ Libby Trudell
- Vote for Division Cabinet Chair-Elect**
Instructions: (Choose one candidate)
☐ Robyn C. Frank ☐ Lawrence S. Guthrie II
- Vote for Director**
Instructions: You may vote for two candidates
☐ Kate L. Arnold ☐ Carol L. Ginsburg
☐ LaJean Humphries ☐ Tamika Barnes McCollough

At the bottom of the ballot is a red button that says "Click to Continue".

Six SLA leadership positions will be filled through online balloting beginning January 23.

Members will choose a president-elect, treasurer, division cabinet chair-elect, chapter cabinet chair-elect, and two directors. Biographical information and position statements for each candidate begin on the next page.

Online voting will continue until March 3, with results announced March 15.

Members in good standing as of January 9 will be eligible to vote.

Members with valid e-mail addresses will receive complete instructions and links via e-mail. Members without valid e-mail addresses will receive paper ballots via regular post.

To ensure their e-mail address is up to date, members may visit www.sla.org/update.

PRESIDENT-ELECT



Stephen Abram

Employment: SirsiDynix (formerly Sirsi Corporation), vice president, innovation, 2004-present; Micromedia ProQuest (formerly IHS Canada, Micromedia Limited): vice president, corporate development, 2001-2004, vice president, strategy, 1999-2001, senior director, product management,

1998-1999, director, corporate and news information, 1994-1997; Thomson, Carswell, Publisher, Electronic Information, 1992-1994; Thomson Electronic Publishing: Senior Product Manager, Electronic Information, 1991; Director, Administration, Information & Marketing Resources, 1985-1991; Coopers & Lybrand / Currie, Coopers & Lybrand, Head Librarian, National Information Centre, 1980-1985.

Education: MLS, Faculty of Information Studies, University of Toronto, 1980; BA, Anthropology, (honors), University of Toronto, 1977.

SLA chapter activities: President, SLA Toronto Chapter 1989-1991; other Toronto Chapter roles include: program, strategic planning, treasurer, public relations, parliamentarian.

SLA division activities: Chair, Library Management Division (among other roles) 1991-1993; various roles in Business and Finance Division, Leadership and Management Division – among others.

Association-wide activities: Member, President's Task Force on the Image of the Information Professional, 1998-2000; coordination chair, President's Task Forces on SLA: Branding, International, Partnerships, Membership Definition, Conference 1999-2002; chair, President's Task Force on Association Branding, 2003-2004; director, SLA Board of Directors, 1996-1999; secretary, SLA Board of Directors, 1997-1998; chair, SLA Strategic Planning Committee, 1996-1997; chair, SLA Public Relations Committee, 1995-1996; member, Finance Committee, 1996-1998; member, Association Office Operations Committee, 1997; member, Committee on Committees, 1999-2001; assorted division and committee proctor roles.

Other professional activities: President, Canadian Library Association, 2004-2005; president, Ontario Library Association; 2002; treasurer, director, Canadian Association of Special Libraries and Information Services, 1984-1989; chair, Information Industries Committee, Information Technology Association of Canada, 1992-1994; columnist, Information Outlook; columnist, Multimedia and Internet @ Schools; adjunct professor, University of Toronto, Faculty of Information Studies, 2004-present.

Awards, honors, articles: SLA Fellow, 1999; SLA John Cotton Dana Award, 2003; Library Journal; "Stephen Abram: Visionary - Top 50 People Who are Shaping the Future of Libraries and Librarianship", March 2002; University of Toronto, Faculty of Information Studies, Alumni Jubilee Award, 2001; SLA, Public Relations Achievement Award 2000; SLA Toronto Chapter Member of the Year, 1992; Selected articles and presentations at: www.sirsi.com/Resources/abram_articles.html; Stephen's Lighthouse Blog: <http://stephenslighthouse.sirsi.com>.

If you become SLA president, what will your first priority be?

Focus. Building the team and choosing the target to direct the team's energy towards with vigor. I have done this in every leadership position I have ever undertaken. I know from hard experience that diffused efforts deliver average or inadequate results. I will never set a goal to achieve mediocrity. My focus will be to achieve a sustainable campaign to improve the positioning of special librarians and information professionals in the minds of decision makers. This is essential in a world where Google is causing many organizations to think in too shallow a way about the role of information and research. Our profession is under threat and we will have to do something about it—not just talk.

What do you think are the areas of greatest growth and opportunity for SLA?

There are two areas where SLA should be targeting a more diverse membership growth strategy. We should be aggressively targeting new librarians and library school students. This is essential for the long-term health of our association. We have more competition now that other sectors of librarianship are starting to hire again. We need the best and brightest in SLA. Second, we should be targeting international memberships and ensuring that we offer the right mix of services and value proposition to these important new members. SLA should ensure that 25 percent of our members are under 35 and 33 percent of our members are not U.S. residents by the end of the decade.

SLA should also target the success of transformational leadership and technology training to our members and beyond. We should set targets for collaboration and cooperation activities with other associations and non-traditional partners for impact on the profession's future. We must build on the infrastructure we have created with Click University.

What role do you see for SLA in an international environment?

SLA needs to set a goal to treat each environment outside of the U.S. in the manner in which both that region or country and SLA will be mutually successful. No one tactic or strategy will work everywhere. SLA must act charitably in some environments and as a strategic partner to a strong national association in others. There is no role for a white knight here or arrogant strategies that fail to respect the local culture and needs. That said, the role I see for SLA is quite multi-dimensional. We have much to offer and more to gain from the perspectives and experiences of our international colleagues.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

It means simply that SLA is focused on being our members' partner for life to meet their professional needs. The world of information is clearly changing, and there are indications that the rate of change is increasing as well as becoming more complex. SLA needs to provide the incubator for information professionals of all stripes to transform themselves through continuous learning and networking while their association ensures that their competencies and value are positioned in the community of people who influence our career success.

PRESIDENT-ELECT



W. Davenport "Dav" Robertson

Employment: National Institute of Environmental Health Sciences/National Institutes of Health, Research Triangle Park, North Carolina: chief, Library and Information Services Branch, 1988-present; librarian, 1977-1988; UNC-Chapel Hill, School of Library Science: Supervisor, Internship Program, U. S. Environmental Protection Agency, 1975-1977;

U.S. Peace Corps: volunteer, 1969-1971.

Education: MSLS., University of North Carolina-Chapel Hill, 1975; BA (honors), History, 1969.

SLA chapter activities: North Carolina Chapter: Second South Atlantic Regional Conference Steering Committee North Carolina representative, 1999-2002; first South Atlantic Regional Conference Budget Committee, 1998-1999; Strategic Planning Committee chair, 1998; Nominating Committee, chair, 1992; president-elect, president, past-president, 1988-1991; secretary, 1985-1987; bulletin business manager, 1979-1981; member, Washington, D.C., Chapter.

SLA division activities: Environment and Resource Management Division: director, 2000-2002, 1989-1991; Nominating Committee, 1995; Environmental Information Division: chair-elect and chair, 1981-1983; member, Biomedical and Life Sciences, Leadership and Management, Information Technology, and Government Information divisions.

Association-wide activities: Task Force on Natural Disasters (IPAN-DA), chair, 2005; Board of Directors, 2002-2004; Chapter Cabinet chair-elect and chair, 2002-2004; board secretary, 2003-2004; Association Office Operations Committee, 2003-2004; Finance Committee, 2004-2006; Strategic Planning Committee, 2004-2005; Leadership Summit Task Force, 2004-2005; Governance Task Force, 2002-2004; Code of Accountability Task Force, chair, 2003; Awards Committee, 2003-2004; Endowment Fund Committee, 2003-2004; Professional Development Committee, 1998-2001, 1991-1994.

Other professional activities: Beta Phi Mu (Epsilon Chapter) Library and Information Science Honor Society: president-elect and president, 2001-2005; U.S. Department of Health and Human Services Library Consortium, Steering Committee, 2005-2006; TRI-LIBS (Research Triangle Park Librarians Association), founding president, 1986.

Awards and Honors: SLA Fellow, 2005; University of North Carolina School of Information and Library Science Distinguished Alumni Award, 2004; National Institutes of Health Award of Merit, 2002, 1996, 1980; North Carolina Chapter, SLA, Meritorious Achievement Award, 1992; Beta Phi Mu, 1976; Phi Beta Kappa, 1968.

Selected articles and presentations: "SLA's Response to Natural Disasters," Information Outlook, October 2005; "Architecting a Cross-Disciplinary Thesaurus for the Semantic Web," International Conference on Dublin Core and Metadata Applications, October 11-14, 2004, Shanghai; "The Metadata Generation Research Project," Peking University School of Information Management, Beijing, October 19, 2004; "The Semantic Web: Modeling the New Web with Librarian Input," SLA Annual Conference, Nashville, June 8, 2004; "Health Effects of Air Quality Post 9/11," organizer, SLA Annual Conference, New York, June 9, 2003. Numerous other presentations and publications on special libraries going back to 1976.

If you become SLA president, what will your first priority be?

My first priority will be to define what an information professional is in today's world in transition. As librarians and information professionals, our biggest challenge at this watershed in our profession's history is to take the initiative and define who we are and not let others define us. After nearly 100 years of being special librarians, how have our roles changed? Google is just a tool; it neither replaces nor defines us. How do we explain to our employers the myriad roles we can play and the value we have to offer at this time of daily technological change? How do we define ourselves to attract young professionals to SLA? My top priority will be to represent the membership and advocate for an enhanced role for our members and our profession as we prepare for our Centennial in 2009 and for the years beyond.

What do you think are the areas of greatest growth and opportunity for SLA?

The more important question is: What are the areas of greatest growth and opportunity for our members? As organizations are downsizing and questioning the need for physical collections, information professionals have the opportunity to apply our knowledge and skills in new ways, mostly centering around digital technology and electronic resources. This is the growth area for our members and for SLA. It is so broad it could encompass almost any person who organizes, retrieves, or analyzes information on the Web. That includes content management, knowledge management, metadata and Semantic Web development, electronic resource management, digitization and archives management, standards development, information architecture, and competitive and strategic intelligence.

What role do you see for SLA in an international environment?

As someone who served in the Peace Corps in Korea, I have a strong interest in expanding SLA's position around the world, especially in East Asia and Europe. SLA should be the association people in all countries think of when they think of information professionals or specialized libraries. China is a prime example: We can't ignore information professionals in a country whose economic growth rate is three times that of the U.S. In China I witnessed great strides in developing digital libraries and promoting metadata for information management. We should take the initiative and actively recruit some information champions in China and elsewhere who will bring others with them into SLA. Our association needs the creativity that will come with a diverse membership from around the world.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

Since I was on the board when we adopted this mission statement in 2003, I fervently believe in it. These are the three main benefits surveys consistently show our members want from SLA. To me, being in our association is like belonging to a guild in older times—not only do we gain from being a member, we also have an obligation to advance others through mentoring, sharing our knowledge, and promoting our profession. The association presents both a physical and a virtual forum where members can take professional development courses for lifelong learning, engage in formal and informal get-togethers for knowledge sharing and guidance, and benefit from the power of a large community taking a stand on issues critical to our profession. This is the crux of why we belong to SLA.

TREASURER



N. Bernard "Buzzy" Basch

Employment: President and CEO, Basch Subscriptions and The Reference Shelf, Concord, New Hampshire; vice president and general manager, EBSCO Subscription Service, Barrington, Illinois; president, Turner Subscription Agency, New York; vice president, Faxon

Company, Westwood, Massachusetts.

Education: MS, Washington University, St Louis, Missouri; BSBA, Washington University.

SLA chapter activities: Northern Outreach Chair, Boston Chapter, 2002-2004; treasurer, Illinois Chapter, 1993-1994; chair, Information and Technology, New York Chapter Group, 1986-1987; education coordinator, New York Chapter, 1985-1986.

SLA division activities: treasurer, Information Technology Division, 1988; chair, Library Management Division, 1984-1985.

Association-wide activities: member, Finance Committee, 2003-2005; member, Board of Directors, 1989-1991; chair, Public Relations Committee, 1987-1989.

Other professional activities: American Society for Information Science: treasurer, 1986-1992; member, Board of Directors, 1981-1992; chair, Marketing Committee, 1982-1984; chair, New England Chapter, 1981-1982; American Library Association: Committee on Program Evaluation and Support, 1991-1994; Publishing Committee, 1994-1998; National Council, Washington University Olin Library System, 1987-present; serials workshop convener, Charleston Conference, Charleston, North Carolina, 1982-present; Education Committee, Workshop Convener, North American Serials Interest Group, 1989-1992.

Awards, honors, publications: Awards: SLA Fellow, 1987; Watson Davis Award, American Society for Information Science, 1986.

Selected publications: American Libraries, "Negotiating with Subscription Agencies. Lesson 1: How Agencies Operate," June 1991; American Libraries, "Negotiating with Subscription Agencies. Lesson 11: Striking a Bargain," July/August 1991; Basch, N. Bernard and Judy McQueen. Buying Serials. New York: Neal Schuman Publications, 1990. ISBN 155570 058 6; Bottom Line, "Libraries and Subscription Agents: Evaluating Fees for Services," Vol. 4, No. 2, Summer 1990; Specialist, "Political Power: Public Relations Planning for Special Libraries," January 1989.

What are the areas of greatest growth and opportunity for SLA?

SLA will grow and flourish by maintaining and enhancing the value of membership. This means focusing on programming that meets the needs of members. As Treasurer, I will lobby for headquarters staffing to support members' programming efforts -- at the individual, chapter, division, and international levels.

What role do you see for SLA in an international environment?

As a major North American association for information professionals, SLA has always had a strong international presence, attracting members without regard for national boundaries and influencing policy and practice throughout the world. As technology continues to diminish the tyranny of distance, it expands the opportunities for SLA to deliver programming to all members, regardless of geographic location.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

The mission is clear: focus resources on programming to promote and strengthen the value of membership in the association.



Sylvia James

Employment: Management consultant, Sylvia James Consultancy, an international consultancy practice specializing in advising on research for business, Sussex, England, 1988-present; head of information, Credit Suisse First Boston, London, 1980-88. From 1971-1980 various positions in business research with financial institutions and multinational companies based in the U.K.

Education: BSc, Geology, London University, U.K.

SLA chapter activities: European Chapter: treasurer, 2001-present; secretary 1998-1999; president 1997-1998; president-elect, 1996-1997; public relations chair 1995-1996; membership chair, 1994-1995; board member 1992-1994.

SLA division activities: Business and Finance Division; past chair, 2005-2006; chair 2004-2005; chair-elect, 2003-2004, director 2001-2003; Insurance and Employee Benefits Division: International Relations chair, 2003-present; Leadership Management Division; past chair, Consulting Section, 1998-1999; chair, Consulting Section, 1997-1998; chair-elect Consulting Section 1996-1997.

Association-wide activities: Chair, Research Committee, 2005-2006; member, Presidential Task Force on Chapter Restructuring, 2005-2006; chair, Nominating Committee, 2000-2001; member, Nominating Committee, 1999-2000; member, Conference 2000 Steering Committee, 1997-2000.

Other professional activities: Chartered member; Chartered Institute of Information Professionals CILIP; (previously a member Institute of Information Scientists U.K. until merger to form CILIP 2000), 1980-present; CILIP Assessor for South of England, 2004-present for ACLIP (CILIP Certification qualification); member, Society of Archivists, U.K., 1985-present.

Awards, honors, articles: Numerous sessions, papers, seminars and courses on all aspects of business research given for a variety of information organizations and associations including British Council, SLA, SCIP, UNESCO, IFLA and FID worldwide. Ongoing presentations and courses on business research for several business conference organizers in Europe for information professionals as well as for company executives, managers and directors.

Awards, honors and articles: Awards: SLA Fellow, 2003

Articles: Numerous articles and conference papers published in U.S. and European information publications; 1984-present, covering all aspects of business research, working independently, and information services value. Regular contributor to "Business Information Alert" (U.S.); Business Information Review (U.K.); Business and Finance Division Bulletin, 2002-present; SLA Europe Newsletter, Encyclis, 2003.

What do you think are the areas of greatest growth and opportunity for SLA?

1. Increasing international membership by becoming the most relevant, dynamic professional group for all information professionals, in whatever sector and wherever they work in the world.
2. Reaching out to a new generation of "information professionals" who are probably not from the traditional jobs and training. We need to actively identify these professionals, reach out to them, attracting them to membership, but learn from them too, developing new themes and activities that will take SLA as an association to new heights.

What role do you see for SLA in an international environment?

Grasping the real opportunity that exists to become the premier international association for information professionals worldwide. To achieve this will need focus and energy from the SLA leadership and encouragement from all the membership, but is a goal that will benefit us all. I would particularly like to help with the development of this in the role of SLA treasurer using my knowledge of international finance.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

As a chapter and division member and leader for many years, I have seen this mission working for SLA members at both local and international levels to great effect. The joint chapter and division membership model is very successful in giving every member many opportunities to be involved in further learning and certainly in extensive networking with all levels of information professionals in their region or in their subject area/sector. It is vital, too, that as a professional association we can amply demonstrate that we have the talented members that are wonderful advocates for our work, explaining our role and reaching out to the wider community. These initiatives have all been of great importance to me in developing my career over the years I have belonged to SLA, and they are crucial to the future development of all members.

CANDIDATE FOR CHAPTER CABINET CHAIR-ELECT



James E. Manasco

Employment: University of Louisville: director of operations, collection development and special collections, January 2006-present; coordinator, special collections, July-December 2005; special collections librarian, July 2004-June 2005; reference librarian and coordinator of liaison activities, Kornhauser Health Sciences Library, July 2003-June 2004.

University of Kentucky: head librarian, Robert E. Shaver Library of Engineering, November 1999-June 2003; acting head librarian, Chemistry/Physics Library, February 2001-October 2001. The Colorado College: natural sciences liaison librarian, December 1996-October 1999.

Education: BA, MSLS, University of Kentucky.

SLA chapter activities: Kentucky Chapter: president, 2003-2004; bulletin editor, 2001-2002; director, 2000-2002; bulletin co-editor, 2000-2001, 1996-1997; bulletin columnist, 1995-1996.

SLA division activities: Information Technology Division: program planner, 2005-2006; chair, Digital Content Section, 2000-2001; chair, Awards Committee, 1997-2000; Physics-Astronomy-Mathematics Division: chair, Professional Development Committee, 2000-2002; Science-Technology Division: chair, 2003-2004; chair, Membership Committee, 2000-2002; chair, Student Relations Committee, 1998-1999; chair, Government Relations Committee, 1995-1996.

Association-wide activities: Public Relations Committee, 2001-2003.

Other professional activities: Kentucky Library Association: Chair, African American Librarians and Library Employees Round Table, 2004-2005; chair, Library Administration and Management Round Table, 2003-2004; Charlestown Road Southern Baptist Church, New Albany, Indiana: volunteer church librarian, 2005-present.

Awards, honors, articles: SLA Kentucky Chapter, Professional Award, 2004; Commonwealth of Kentucky, Commissioned a Kentucky Colonel by Governor Paul E. Patton, 2003; several articles in SLA chapter and divisional bulletins, as well as presentations at SLA, Medical Library Association, and Kentucky Library Association conferences.

What do you think are the areas of greatest growth and opportunity for SLA?

Of the many potential opportunities to strengthen SLA, two that jump to the forefront are expanding SLA's recruitment and outreach to information technology professionals; and careful, responsible expansion of our membership base in the international community. With SLA's current financial situation, we cannot be all things to all people.

However, SLA has the potential to experience significant growth in numbers and in cultural climate through judicious recruitment strategies targeted toward those in the IT industry and those from the international community. In order to achieve the goal of expanding our membership, we must also create a more inviting dues structure for those in lower income brackets, a category that often includes those from outside the U.S. and the entry-level professionals who are essential to the future of SLA.

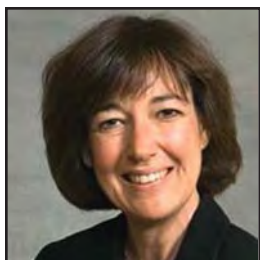
What role do you see for SLA in an international environment?

SLA should lead the international information community in equipping librarians and information professionals to work effectively in our ever-shrinking world. Programming at annual conferences and in chapter meetings, professional development through Click University and other educational initiatives from the association can be used effectively to enhance this skill set of our membership. As the world's leading association for information professionals, SLA must expand its member base outside North America to become truly international. SLA must exemplify respect for diverse cultures, understand and accept the intricacies of interacting with those who come from a wide range of experiences and strive for true inclusiveness.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

SLA's programming allows members to expand their knowledge base and increase effectiveness and efficiency in the workplace. This makes members more valuable employees, and the association's efforts at promoting and improving our public image makes our profession more valued. While very important, I did not join SLA for those reasons. I joined because the local chapter's programs, mentorship and sometimes strong-armed recruitment made SLA a no-brainer. These local librarians, eager to "show me the ropes," were singing a siren song I could not deny. Thanks to them, and their emphasis on the importance of networking, I have built relationships with information professionals all over the globe. In order to improve programming, enhance important networking events, and expand recruitment efforts, SLA should increase support to the chapters.

CANDIDATE FOR CHAPTER CABINET CHAIR-ELECT



Libby Trudell

Employment: Senior vice president, information professional development, Dialog, member of the executive team and responsible for the Quantum2 leadership development program for information professionals, graduate education for library schools, customer advisory

boards and other customer programs. Prior positions at Dialog include: vice president, product management, 1996-2000; vice president, strategic planning, 1994-1995; senior director, product marketing, 1992-1993; director, marketing and customer service, 1989-1992; manager, marketing, 1983-1989. Prior to Dialog: Online services manager, Cooperative Library Agency for Systems & Services, 1978-1983; OCLC coordinator/research analyst, NELINET, 1976-1977; serials cataloger, Boston Theological Institute, 1975.

Education: BA, Tufts University; MLS, Simmons College; Knight Ridder Executive Leadership Program, Lockheed Management Program

SLA chapter activities: **San Andreas Chapter:** program director, 2000-2002; membership chair and president-elect, 2002-2003; president, 2003-2004; past president, 2004-2005; member, San Francisco Chapter.

SLA division activities: IT Division: Strategic Planning Committee Chair, 1997-1998; Virtual Section chair, 1998-1999, Communication Section Chair, 2004-2006; member, Leadership and Management Division.

Association-wide activities: Corporate Partners Leadership Council, 2001-2003; SLA Nominating Committee Member, 2003-2004; SLA Funding Model Taskforce, 2004-2004.

Other professional activities: Member, American Library Association, Library Information Technology Division, 1977-1985; editorial board, Journal of Library Automation, 1979-1981; editorial board, Library HiTech, 1984-1985; Zenger-Miller Frontline Leadership Training facilitator, 1995-1997; member, Thomson Legal and Regulatory Knowledge Sharing Council, 2001-2002; led CE courses at SLA annual conference: Creating a Knowledge Sharing Culture, 2005; Marketing Information Services, 2003.

Awards, honors, articles: Interlibrary Loan in New England, College and Research Libraries, September 1978; Electronic Mail Systems: Communication Networks for Libraries, Library Hi Tech, Summer 1983; Communicating in the Online Industry: How an Information Broker Uses Electronic Mail, Online, November 1983; Options for Electronic Mail, Knowledge Industry Publications, 1984 (book co-author); Pricing Online Information in the 1990s, Information Services and Use, 1988; Marketing Online Services: Product, Market and Strategy, Online Review, June /August 1991; Looking through the Window, NFAIS Newsletter, March 1996; Thriving on Organizational Change, KnowMap, October 2002; Building Corporate Information Strategy Through Collaboration,

CIG Yearbook, December, 2003; Packaging Information Services, CIG Yearbook, December 2004.

What do you think are the areas of greatest growth and opportunity for SLA?

One great opportunity for growth is in forging communication channels with information professionals who don't currently identify with SLA. Whether they are working as competitive intelligence analysts, doing specialized research, managing internal content deployment, designing databases and taxonomies, or creating information programs, these information experts can benefit from participating on. By purposively evolving as an organization to attract this broader community, SLA will also provide new stimulation and resources for the existing members. Membership growth is crucial to ensuring a strong organization that will have the resources to meet member needs into the future. Ultimately it comes down to this: we have to reposition and market the association!

What role do you see for SLA in an international environment?

Our professional world is international and SLA should reflect that. Many of the non-traditional information professionals mentioned above are outside of North America, so that growth outreach could be targeted globally. Many of us work in organizations with employees and customers around the world, and can encourage participation by our colleagues outside North America. As president of the San Andreas Chapter, I had the opportunity to champion SLA and chapter membership under the Twinning Program for a librarian from Indonesia, leading to partial sponsorship of her attendance at SLA in Toronto. That kind of direct connection is a great way to seed new members worldwide. But, ultimately growth outside North America requires more local presence, through a coherent strategy for encouraging new local units where feasible and building partnerships with country-specific professional groups.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

SLA is uniquely positioned to provide resources and services that enable information professionals to grow professionally. SLA's historical strength has been as a forum for networking on many levels through chapters and divisions, and I believe deeply in that value from my own experience. In the last two years, SLA has made very good progress in offering new learning programs, with an enriched set of offerings and adoption of new enabling technologies and delivery options. As an organization, however, we still have the challenge of achieving effective advocacy for the profession. As a board member, I hope to have the opportunity to help define and build a positive image and public awareness of the profession and to support members in communicating their value to their organizations and decision makers.

CANDIDATE FOR DIVISION CABINET CHAIR-ELECT



Robyn C. Frank

Employment: Principal, Robyn Frank Strategic Partners, 2005-present; director, Library and Research Services, Office of Administration, Executive Office of the President (U.S), 2002-2005; head, Library Reference Services, Office of Information Resources Management, Congressional

Research Service, Library of Congress, 1998-2002; research associate, Chris Olson and Associates, 1996-1999 (outside employment); senior project officer, Organizational Development for Change, U.S. Department of Agriculture business process engineering project, 1 year detail, 1996; head, Information Centers Branch, Public Services Division, National Agricultural Library, 1987-1998; director, Food and Nutrition Information Center, Public Services Division, National Agricultural Library, 1978-1987; reference librarian, Food and Nutrition Information Center, National Agricultural Library, 1973-1978; assistant project director, ERIC Clearinghouse on Library and Information Science, American Society of Information Science, 1971-1972; research assistant, Research Information Center, Public Schools of the District of Columbia, 1969-1971.

Education: BS, Home Economics, and MLS, University of Maryland.

SLA chapter activities: member, Washington, D.C. Chapter, 1978-present.

SLA division activities: Food, Agriculture, and Nutrition Division: chair, 1987-1988; chair, Awards Committee, 1988-1989; secretary, 1984-85; chair, Long Range Planning Committee, 1989-1990; member, Leadership and Management and News divisions, Baseball Caucus.

Association-wide activities: Chair, Research Now Task Force, 2005-2006; member, Public Relations Committee, 1992-1994.

Other professional activities: Federal Library and Information Center Committee (FLICC), Federal Executive Board (elected member), 2004-2005; American Library Association, member, Library Administration and Management Association; chair, John Cotton Dana Library Public Relations Award Committee, 1995, member, 1992-1995; chair, Future Trends Committee, 1990-1991, member, 1989-93.

Awards, honors, articles: Awards: Distinguished Member Award, Food, Agriculture, and Nutrition Division, SLA, 1991; Senior Fellow, Council of Excellence in Government, 2000-present; author, Directory of Food and Nutrition Information Resources and Services, Oryx Press, 1984 and 1992, editor, Journal of Food and Agricultural Information, Haworth Press, 1993-1998.

Presentations: speaker, 2004 SLA Conference; 2003 Computers in Libraries; 2003 Kentucky Library Association Conference. Numerous published professional articles in various journals throughout career.

What do you think are the areas of greatest growth and opportunity for SLA?

SLA has four areas of growth potential: 1) first time conference attendees; 2) graduate students in library and information services programs; 3) information professionals in alternative careers; and 4) international information professionals. First, in 2005 there were more than 740 first-time conference attendees in Toronto. We need to ensure that these professionals choose to continue their membership. Second, many graduate students decide while they are in school whether they will join a professional society or not. We should make every effort to support SLA student chapters and to share with them and their faculty the benefits of belonging to SLA. Information professionals who pursue alternative careers comprise the third opportunity for growth. Beginning in graduate school and beyond, we need to reach out to these information professionals and let them know that they have a home in SLA. Fourth, we need to continue to provide support to existing international chapters and take action to expand into other regions of the world.

What role do you see for SLA in an international environment?

We need to continue to actively market our association as “the global organization for innovative information professionals and their strategic partners” (SLA Vision). In 2005, SLA was successful in attracting information professionals from over 40 nations to the annual conference in Toronto. We need to follow through and build on this achievement. Special librarians have unique skills and experience that can be shared around the world. Local SLA chapters around the world, national/regional conferences, and Click University provide training and networking opportunities that have no equal. We need to continue support of existing regional chapters while fostering the expansion of new chapters into new areas including Central and South America. SLA should continue its active involvement in SLA's Information Professionals' Alliance on Natural Disasters and Accidents (IPANDA) that brings assistance to information professionals impacted by natural disasters around the world.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

I believe that the distinctive strengths of SLA are professional development and networking. The annual conference and local chapter programming, *Information Outlook*, and Click University provide information and learning experiences that help thrust us forward in our careers and keep us at the leading edge of technological innovation and change. At the same time, excellent leadership opportunities abound throughout the divisions, chapters, and at the national level. We can count on SLA to take a stand on public policy issues that impact on our profession. The Association both sponsors and utilizes existing research that helps us demonstrate and communicate our value to our companies/organizations. The inclusion of corporate, not-for-profit, and public information professionals and vendors, who are supportive of one another, provides a networking environment not found elsewhere. Overall, the most appealing attributes and benefits of being an SLA member is that everyone is made to feel welcome and that members are willing to share their expertise and experiences with one another for the good of the profession.

CANDIDATE FOR DIVISION CABINET CHAIR-ELECT



Lawrence S. Guthrie II

Employment: Covington & Burling, Washington, D.C. 1995-present; Inter-Library Loan librarian; George Washington University Law Library 1989-1995.

Education: BS, Psychology, Georgetown University; MA, Human Relations,

University of Oklahoma at Norman; MSLS, Catholic University of America.

SLA chapter activities: Washington, D.C., Chapter Strategic Planning Committee, 2003-2004.

SLA division activities: Chair, Legal Division International Relations Committee, 2004-2006; Chair, Legal Division, 1999-2000.

Association-wide activities: Chair, SLA Copyright Committee, 1996-1998; member, Public Policy Committee, 1995-1998; author/editor, "Copyright Corner" column in Information Outlook, 1997-1998; articles currently listed on American Libraries Association Web site: "Bibliography of Writings on the History of Libraries."

Other professional activities:

Moderator, White House Conference on libraries and Information Services, 1992; Board of Directors, Catholic University School of Library and Information Science Alumni Association, 1990-1992; Robert F. Kennedy Memorial, volunteer consultant for Project to Catalog and Transport a Human Rights Library to Kenya, 2005-present.

Awards, honors, articles: Awards: Leadership Award for SLA Legal Division, 2001-2002; SLA Legal Division delegate to the British and Irish Association of Law Libraries Conference, 2001; SLA Legal Division delegate to the Canadian Association of Law Libraries Conference, 1999.

Writings: Book co-author, Monastic Cataloging and Classification And the Beginnings of Class B at the Library of Congress (p.447-465) chapter in Joachim, Martin, Historical Aspects of Cataloging and Classification, 2003; and also published concurrently in Cataloging & Classification Quarterly, Vol. 35 No. 4/4, 2003; "SLA 2005: Legal Division International Roundtable" The Courier (Toronto Chapter, SLA, Newsletter), summer 2005; "Copyright Corner," monthly column in Information Outlook, 1997-1998; "SLA Legal Division Conference Summary" Law Library Lights, (LLSDC), September/October 1999; "SLA's Legal Division: Accelerating into the Future" Law Library Lights, May/June 1998; Sports Libraries For Facts And Fun, 1995, OCLC; "The Role of the Information Professional Over the Next Five Years" SpecialList March 1992; "An Overview of Medieval Library Cataloging" Cataloging and Classification Quarterly, Vol. 15 No. 3 1992; "The Training of Top Librarians for Information Supply: Hawaii's 1988 Confrontation" Journal of Interlibrary Loan and Information Supply Vol. 2 No. 4 1992; "Letter to the Editor" AALL Newsletter November 1992; "An Interlibrary Loan System Using OCLC Programmable Keys" Journal of Interlibrary Loan and Information Supply, Vol. 1 No. 3 1991; "New Orleans For Newer

Librarians: CONELL '91" Law Library Lights Sept./October 1991; "Human Relations And Special Librarianship" SpecialList, June 1991. Also, Acknowledgements in: Yeatman, Ted., Frank And Jesse James: The Story Behind the Legend, 2000; Henckaerts, J.M., Mass Expulsion In Modern International Law and Practice, 1995; Copaken, Richard. Targettown, How One Tiny Island Took On the US Government (forthcoming); Hansman, Dr. J.F. The Flowing Cup: A History of Drinks And Social Drinking From Antiquity to the Present Time (forthcoming).

What do you think are the areas of greatest growth and opportunity for SLA?

I think one of the greatest growth opportunities for SLA is inviting all our members and other information professionals to utilize the SLA Legal Division. Legal issues are growing in every discipline from newspapers to business globally. Correspondingly, the law field is including more interdisciplinary research every day. So, "Legal Research for Non-Law Librarians" is valuable to many, and research in other disciplines is valuable to law librarians. We welcome our colleagues to explore legal research, and we can collaborate on our respective areas of research. As we approach the 100th anniversary of SLA, it is noteworthy that almost 25 percent of the original 56 SLA members in 1909 could have been considered to be law librarians. This 100-year history places the SLA as an enduring and emerging leader in the field.

What role do you see for SLA in an international environment?

I see SLA as a bridge-builder and a consensus-builder, combining idealism and practicality. Through our international profile, we are lucky to have input from cultures around the world, representing businesses and research centers around the world. SLA can survey our members and speak for them in international forums such as the World Summit on the Information Society (WSIS) and in the U.S. through forums such as "Section 108 Study Group" at the Library of Congress, crafting the future of copyright law in the digital era. Further, we can encourage and facilitate dialog within SLA among international chapters by hosting guest writers in newsletters; and also outside SLA by establishing official exchanges with other professional information associations with a global goal of "speaking with one voice."

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

As a trade association, I think SLA's highest mission is to represent the members collectively. To that end, SLA helps members do their job better through state-of-the-art training opportunities; teaches members how to demonstrate and market their essential value to their organizations; monitors how members are treated in their work settings, in the press and in society; strives for advancing the profession and those in it collectively and individually; and to facilitate communications among members professionally towards an enhanced esprit de corps.



Kate L. Arnold

Employment: Head of content, NHS Direct, 2003-present; project manager, BBC, 2002-2003; content manager, National Grid for Learning, 2000-2002; BBC: research editor, 1999-2000, research center manager, 1997-1999, newsroom manager, 1995-1997, deputy

information manager, 1992-1995, information researcher, 1989-1992; assistant librarian, Today Newspaper, 1987-1989

Education: Professional Certificate in Management, Open University; MSc, Library and Information Studies, Loughborough University of Technology; BA, Geography, Portsmouth Polytechnic.

SLA chapter activities: For SLA Europe: secretary, 2004-present; chair, professional development, 2003-2004; president, 2002-2003; chair, public relations, 2001-2002

SLA division activities: Member, News Division, 1999-present, chair, International Relations committee, 2000-2001

Association-wide activities: Member and then chair, Public Relations Committee, 2004-present

Other professional activities: Chair, British Standards Institute Knowledge Management technical committee, 2004-present; member, Online International Conference Committee 2000-2004; member, Facet Publishing Advisory Committee; member, CILIP (Chartered Institute of Library and Information Professionals); member, Association of U.K. Media Librarians.

Awards, honors, articles: Presentations at various conferences including SLA annual conference 2003 and 2000; SLA Global Conference, 2000; Online International Conference 1999, 2000.

What do you think are the areas of greatest growth and opportunity for SLA?

The two areas of greatest growth for SLA in the next few years are: 1) broadening the membership; 2) strengthening networking opportunities. Both of these areas will benefit from the work of the task groups established by Pam Rollo at annual conference in June 2005. These groups will help us to better understand the values of the profession and SLA, this in turn will allow us to reach out and grow the membership into non-traditional library areas of information management. We need to do this in order to strengthen the networking opportunities that SLA membership provides. SLA's networking opportunities provide members with the chance to share with others, learn and collaborate in a variety of networks at caucus, division, chapter and association level. Few other associations offer these levels of networking.

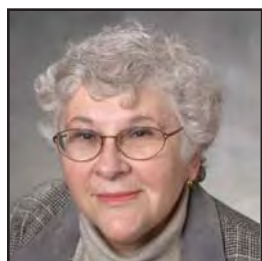
What role do you see for SLA in an international environment?

In the future I see SLA taking on the role of the leading international association for information professionals. Being a member provides unrivaled access to a global network of information professionals, a wide variety of learning opportunities and a set of clearly articulated values for the profession. At the moment, SLA is part of the way to this vision: The membership base has broadened globally in the last few years, particularly with the creation of the Australian chapter to add to the Asia and Europe chapters. More online learning opportunities have been created with Click University. What else needs to happen to further develop SLA? I would suggest more partnership working in non-North American countries, possibly with local and national library associations, to develop the membership offering.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

For me, networking is the key reason I joined SLA, and I imagine it's the reason most members retain their membership. Unlike other associations I'm a member of, SLA offers access to a variety of networks, some large, some small, some permanent, some temporary. All of them offer the opportunity to talk and share experiences with colleagues across the world. Networking also helps to contribute to my personal learning, as does the opportunity to participate in board level activities in my local chapter. Advocacy should be supported by learning and networking activities, which should help us to appreciate the values underpinning our professional work, and provide us with a language to articulate those values to our employers and the world as a whole.

DIRECTOR



Carol L. Ginsburg

Employment: Principal, CLG Consulting, 2002-present; retired as managing director, head of global business information services, Deutsche Bank/Bankers Trust Company, 1982-2002; committee coordinator, New York State Society of CPAs, 1980-1982; information center director, Sales and

Marketing Executives International, 1976-1980; librarian, Queensborough Public Library, 1974-1976; Librarian, Lynbrook Public Library, 1974.

Education: BS, Skidmore College, New York University; MLS, Queens College of the City of New York .

SLA chapter activities: New York Chapter: Director, 2000-2001; Strategic Planning Committee chair, 1992-1993; Awards Committee chair 1991-1992; Nominating Committee chair, 1990-1991; president, 1988-1989; president-elect, 1987-1988; Membership Committee chair, 1985-1986; co-chair Midtown Luncheon, 1983-1984, Business and Finance Group chair, 1986-87.

SLA division activities: Business and Finance Division: Strategic Planning Committee chair, 1994-1995; chair, 1993-1994; chair-elect, 1992-1993.

Association-wide activities: Co-chair, Task Force on New Visions, 2005-2006; chair, Nominating Committee, 2003-04; member, Nominating Committee, 2002-2003; chair, Task Force on Branding, 2000-2002; member, Finance Committee, 1995-1997; chair, Professional Development Committee, 1997-2000; member Strategic Planning Committee, 1993-1994; member, Standards Committee, 1991-1993, member, Public Relations Committee, 1989-1991.

Other professional activities: Adjunct lecturer at Queens College (Management of Special Libraries); Adjunct Lecturer Long Island University Palmer School (Special Library Management); advisory board, Queens College Graduate School of Library and Information Studies; Vice Chairman of Board PAIS

Awards, honors, articles: SLA Hall of Fame, 2005; President's Award, 2002; SLA Business and Finance Distinguished Member Award, 2003; Factiva Leadership Award, 2001; SLA Fellow, 1995, SLA Member in Public Relations Award.

What do you think are the areas of greatest growth and opportunity for SLA?

SLA has always been an important part of my life, both professionally and personally. I would like that opportunity to be afforded to more members and potential members as they progress in their careers. SLA should be proactively seeking members in the information industry rather than waiting for them to discover us. One example would be speaking at colleges in both undergraduate and graduate programs in information and knowledge related fields to "spread the message" of SLA.. We need to recruit members who work for information providers, work in archival careers, teach or work in universities and corporate entities. So many opportunities are available for information professionals, and we must make SLA relevant to those in "new" information careers. We need to build on the current membership recruitment program. Our members are the best recruiters for SLA, we should call on information related companies, visit schools on career days and establish a system of reaching prospects.

What role do you see for SLA in an international environment?

SLA should play a strong role in an international environment. Many of our members are employees of global companies and can bolster this effort through their internal efforts. The technology is in place for close and immediate communication with members in all countries. The non-North American chapters deserve support from both the association staff and their North American colleagues. We can work as professionals in all corners of the world and learn much from each other both at conferences and through electronic communication. Click University should "level the playing field" for our international members. The model that some chapters and divisions have of providing scholarship funding for non-North American members to come to the annual conference should be encouraged and expanded. The face-to-face experience of the annual conference cannot be underestimated. Energized and motivated members return to their chapters even more enthusiastic about SLA.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

The SLA mission guarantees that no member stands alone in his/her professional time of need. Any member can pick up a phone or send an e-mail to any other member (available through our online Membership Directory) to ask for some assistance, advice or moral support. Our mission guarantees that professional growth will not stop when college or graduate school ends. We continue learning through all the means that SLA offers, mechanisms that change and grow each year. The mission virtually guarantees that each member has a "friend in her/his corner" when help is needed. For the expert in banking information and research, there will be an accounting or legal information expert to be called upon (and vice versa). The strength of this mission is that we are natural networkers, always interested in meeting each other, supporting each other and learning from each other. Our profession and professional association is blessed in this regard. As SLA provides what is needed to help us do our jobs better, both the members and the association will succeed. Every rung in my career ladder has been strengthened by my SLA membership. It is this support that gave me confidence in decision making and professional learning. Our mission should make that possible for all members.

DIRECTOR



LaJean Humphries

Employment: Library manager, Schwabe, Williamson & Wyatt, 1991-present; catalog and reference librarian, Auburn (Washington) Public Library, 1989-1990; librarian, LaFollette & Sinykin Law Firm, (Madison, Wisconsin), 1987-1989; head librarian, St. Lawrence Education Center, 1986-1987.

Education: MLS, San Jose State University, 1986; BA, Boise State University, 1970.

SLA chapter activities: For the Oregon chapter: President, 1994-1995; president-elect, 1993-1994; professional development team leader, 1999-2003.

SLA division activities: Legal division member, 1993-present.

Association-wide activities: N/A

Other professional activities: Treasurer, Law Librarians Association of Wisconsin, 1989; member, AALL Online Bibliographic Systems Strategic Planning Committee, 2000-2001; Oregon Library Association Vision 2010 committee, 1999-2001; Oregon Committee, Library Services and Construction Act, 1995-1997 (became Library Services and Technology Act in 1997); Oregon Library Association Conference Planning Committee, 1995, ("Creating New Connections").

Awards, honors, articles:

Awards: Oregon Chapter SLA, Kathy Greey Memorial Award, 2005.

Writings: Web of Deception: Misinformation on the Internet, "How to Evaluate a Web Site," 2002; Law Library Resource Exchange, "Cost Recovery for Online Research," 2002; Searcher, The Magazine for Database Professionals, "Teaching Users to Evaluate Internet Sites: Sources on Sources" 2000; Law Library Resource Exchange "itList and Other Bookmark Managers," January 17, 2000; "To Recover or Not to Recover?" American Association of Law Libraries, 2002; "Computer Assisted Legal Research for Oregon Paralegals," 2001; "Internet Strategies for the Paralegal in Oregon," 2001; "Internet Strategies for the Paralegal in Oregon," 1999; "Peer Resource Sharing" 1999; "Internet Strategies for the Paralegal in Oregon," 1998; "Networking CD-ROMs, A Case Study" Oregon Library Association Annual Conference, 1995; "Electronic Information Retrieval for Environmental Regulations" REMCON (Responsible Environmental Management Conference), 1994.

What do you think are the areas of greatest growth and opportunity for SLA?

At the cusp of the 21st century, the watch-word is change. First, transformation of information technologies including the internet, cell-phones, and genetic technology is changing the very definition of knowledge, and the kinds of services expected of knowledge workers. SLA must take the lead in helping members stay ahead of the technological curve, as well as in exploring new technologies for expanding the scope of librarianship.

Second, an aging population plus better health care is opening up a kaleidoscope of new career patterns and new opportunities. SLA does a good job fostering mentorship of young professionals entering the field. Now is the time to engage mature members in transition to partial retirement, second careers, and post-retirement engagement in the profession.

What role do you see for SLA in an international environment?

We live and work in a transnational, multi-technological, multi-cultural world where people expect instantaneous answers and access to information without borders. The rapid development of formerly "developing" nations into industrial and technological powers is changing the meaning of internationalization. SLA has a role in exploring new avenues for world-wide information services, in assisting emerging information economies in the development of innovative and professional librarianship, and in expanding international networking opportunities for our members. As an international organization SLA is well positioned to break national, cultural, technical, and other barriers to provide information to all.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

Very simply: life-long learning. Members never stop learning and growing intellectually. Advocacy and networking are a piece of the learning process. Whether it is providing programs for our non-traditional career members, exploring the possibilities of new technological developments, or whole-life planning, SLA provides a forum where members can rediscover and reaffirm the basics of librarianship: service, information (including preservation), knowledge. Proliferating forms of professional and paraprofessional engagement in information services is challenging our concepts of librarianship and professionalism in ways that invite new forms of career definition and development. SLA faces the challenge and opportunity of developing and expanding educational and career development needs of all knowledge workers.

DIRECTOR



Tamika Barnes McCollough

Employment: Head, Reference and Information Literacy, North Carolina A & T State University, current; adjunct lecturer, North Carolina Central University, 2003-present; engineering services librarian, North Carolina State University, 1999-2005.

Education: MLS, North Carolina Central University; BA, Biology, University of North Carolina at Chapel Hill.

SLA chapter activities: North Carolina Chapter: Director, 2004-present, Sara Aull paper committee 2003.

SLA division activities: Membership chair, Science and Technology Division, 2003-present .

Association-wide activities: Member, Diversity Leadership and Development Committee, 1999-2002 (chair, 2001-2002); member, Executive Director Search Committee, 2002-2003, faculty advisor, North Carolina Central University student chapter, 2003-present

Other professional activities: Association of College and Research Libraries Professional Development Committee, 2005-present; Spectrum Scholars Mentor Task Force, 2002-2004; American Library Association Spectrum Institute Planning Committee, 1999, 2001, 2004; American Society for Engineering Education, 1999-2004; Engineering Library's Division Awards Committee, 2002-2004.

Awards, honors, articles: Special Libraries Association Diversity Leadership and Development Award, 2005; Special Libraries Association President's Award, 2004; Association of College and Research Libraries Conference Scholarship, 2003; North Carolina Chapter of SLA Horizon Award, 2002; University of Minnesota Libraries, Early Career Librarians Institute, 2000

What do you think are the areas of greatest growth and opportunity for SLA?

The areas of greatest growth and opportunities are with the recruitment of students, and new professionals to the field that may or may not have a library or information science degree. Every year there are new individuals that are knowledgeable and excited about the assortment of job opportunities available to them in the information industry that can be educated about the benefits of being a member. The second opportunity is to provide its new members with the resources to stay competitive. This has been achieved with such initiatives and programs as Click University and Virtual seminar series. It is imperative that we continue to support, develop and mold the programs to the constantly changing needs of the information professional.

What role do you see for SLA in an international environment?

Interdisciplinary studies, collaboration, globalization are all important themes that are being stressed in academia and businesses today. It is important that SLA keep these themes in mind when trying to appeal to information professionals worldwide. In an international environment I see SLA being a leader at providing an organization that is beneficial to anyone regardless of their location. It is important for SLA to provide the infrastructure, which will allow all members the resources needed to be successful at work and thrive within the organization on a local regional and national level.

The mission of SLA is to promote and strengthen its members through learning, advocacy, and networking initiatives. What does this mission mean to you?

For me, the SLA mission means that there is always an opportunity to participate in worthwhile initiatives that may or may not directly relate to your day to day job such as the IPANDA project. There are people that I can always call on that will help me work through a challenging time at work. Then there are those that I did not even realize I needed to meet until I had the opportunity to read their article in Information Outlook or listen to their presentation at a local, regional or national conference. These are the opportunities and experiences are what keep me energized and motivated in the organization. The mission of SLA is life-long learning at its best.

Using Wikis to Support Online Collaboration in Libraries

By Darlene Fichter

If you're not familiar with wikis, take an hour to test-drive one and discover how easy it is to create and edit online content. Once you're familiar with how wikis work, it's easy to spot dozens of opportunities for using them in your organization that would help you get jobs done faster and easier than before.

In the past month alone, I set up three wikis: one to support a pre-conference workshop, another for behind-the-scenes conference planning by local organizers, and one for conference attendees to use before they arrived and during the sessions. In each of these cases, we chose a wiki because it helped accomplish the task at hand better than other tools in our collaboration toolbox.

A wiki is a Web application invented by Ward Cunningham in 1994 that allows anyone to add content and anyone to edit it. WikiWikiWeb describes wikis as "a tool for collaboration, really, we don't know quite what it is by it's a fun way of communicating asynchronously across the network" (<http://c2.com/cgi/wiki/>). WikiWiki means "quick" in Hawaiian, and this application was intended to make it easy for anyone without special training in HTML or an authoring language to dive in and add content.

The reasons for organizational collaboration are diverse. Sometimes we're shar-

Using Wikis to Support Online Collaboration in Libraries



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ing knowledge. Other times we're creating new knowledge. We may be writing RFPs, plans, proposal, and reports. Collaboration can also happen at various levels: community level, network level, and team level. Collaboration at a community level is characterized by relatively intense interactions over a period of time. Rheingold stated in *The Virtual Community: Homesteading on the Electronic Frontier* that a virtual community emerges when "enough people carry on public discussions long enough, with sufficient human feeling, to form webs of personal relationships in cyberspace."

The network-level collaboration is usually based around a topic or subject. This

might involve competitive intelligence officers in an organization working together or a sales force in the field. Team-level interactions focus on a project or task.

In 2004, Jenny Ambrozek and Joseph Cothrel studied online communities in business to identify what collaboration tools were currently used and which companies projected they would be using them one year from now and five years from now. Internally, Web conferencing, team rooms and expertise locator systems, wireless/mobile tools, and social networking tools were identified as the collaboration tools that would significantly increase while e-mail, instant messaging, and discussion groups would decline. Weblogs and wikis were identified in the study but showed moderate use and a steady state. (See www.infonortics.com/vc/vc04/slides/cothrel.pdf). Since this study, the use of both Weblogs and wikis has definitely taken off in the enterprise.

Corporations are waking up to social software tools such as wikis and Weblogs as collaboration tools that they can use. *Infoworld* declared 2005 as the Year of the Enterprise Wiki, and *Business Week* zeroed in on the fact that "They're Web sites anyone can edit— and they could transform Corporate



Darlene Fichter is the coordinator of data library services at the University of Saskatchewan Library. She has managed several digital library, portal, intranet and Web site projects. She is also a columnist for Online magazine and a conference speaker about new and emerging information technologies.

America Headlines” in their article *Something Wiki This Way Come*.

Wikis are ideally suited to certain types of lightweight collaboration. They are an excellent tool for building knowledge bases that are dynamic and fluid, and this has led to their early adoption for IT areas. Wikis truly excel at tracking emergent information. I asked workshop attendees how well their company intranet was able to respond to information about Hurricane Katrina assuming that their company had a branch or operations in the area. Then I asked them to consider how well a wiki might respond as a communication and collaboration vehicle in the same circumstances.

Wikis are also excellent as vehicles for moving from discussion to publication. On a wiki you can create a place where topics can be discussed, such as a “talk” page, and when some agreement is reached the group can rapidly start composing the content. This process can involve a dozen or more contributors.

Have you ever edited a Word document that has passed through a half dozen hands with “track changes” on? It’s painful. You know that there has to be a better tool for collaborative writing for groups of three or more people. This is a niche where wikis are particularly useful. They will track changes made by multiple authors on a recent changes page and allow you to roll back to any previous version.

A wiki site looks like any other Web site. Visitors can explore the site with just a Web browser. Anyone with a Web browser can edit a wiki site; anyone can undo any change at any time. Within a corporate environment you may wish to set up a wiki and limit it to a particular group. Wikis on the Internet often require visitors to set up an account before posting to prevent spammers from flooding the site with bogus content.

Wiki’s are built from a fundamentally different perspective than most Web sites. Wikis change the typical way of publishing content to a Web site on its head. Rather than stringent editorial controls and permissions controlling who can publish what, a wiki assumes that everyone in the community is trusted to publish anything right from the start. The wiki is an evolving Web site that anyone can add to, improve, and reorganize. The editorial control is the hands of the community, and

the software provides version control and rollback functions.

Often the idea of a wiki is met with skepticism but the incredible growth and success of Wikipedia (www.wikipedia.org), the free encyclopedia, has demonstrated the power of wikis to foster collaboration is very real.

Uses for Libraries

Where would a bit of wiki “power” be useful for libraries? There are dozens of places where wikis could make library tasks and functions easier.

Wikis could be used internally in libraries to create knowledge bases, to support work that moves quickly from discussion to collaborative writing, to create a place for writing, editing and storing meeting notes and reports, or it could even become the platform for the library intranet. Public wikis could be used to support courses, create subject pages, and to facilitate planning and delivering conferences and meetings.

Wikis can also be used to start a conversation with our community of users. For example, they can be used to engage the community in library planning processes, to collaborate with members of the community in recording or documenting local histories and events. Wikis can be used to enhance collections by allowing our community to contribute stories and information about collections of historical photos or places. These are just a few of the ways that libraries can use wikis.

Librarians and information professionals have started to test the wiki waters and put wikis to use. The information architecture community established IAWiki (www.iawiki.net) as a place to create a collaborative knowledge base about information architecture. This particular wiki is a good place to learn about special wiki pages like RoadMaps, StartingPoints and Talk/Discussion pages.

Meredith Farkas created Library Success: A Best Practices Wiki (www.libsuccess.org) in July 2005. This wiki exemplifies the power of wikis by the breadth and depth of its content created in the few months that it has been operating. The Library Success wiki is intended to be a one-stop shop for great ideas and information for all types of librarians to learn about successful initiatives at other libraries.

Here are some library wiki sites to explore:

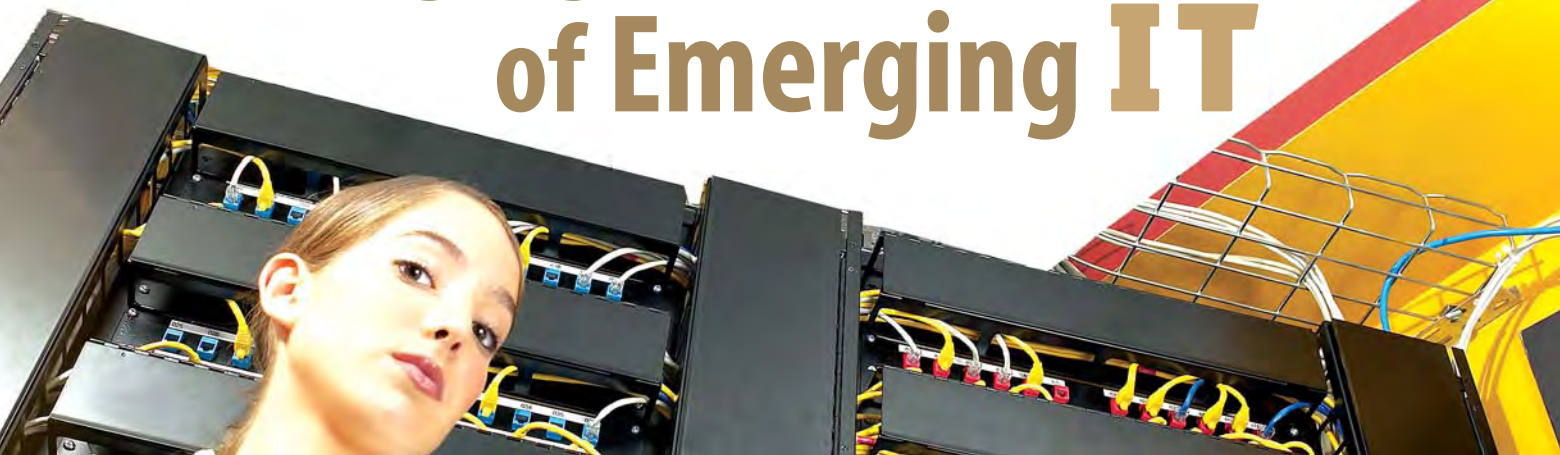
- University of Connecticut Libraries’ Staff Wiki.
http://wiki.lib.uconn.edu/wiki/Main_Page
- Ohio University Libraries Biz Wiki.
http://www.library.ohiou.edu/subjects/bizwiki/index.php/Main_Page
- The MIT Engineering and Science Libraries B-Team.
<http://www.seedwiki.com/wiki/b-team/>
- SJCPL Subject Guide WIKI.
http://www.libraryforlife.org/subjectguides/index.php/Main_Page
- Unofficial wiki for the 2005 ALA Annual Conference in Chicago.
http://meredith.wolfwater.com/wiki/index.php?title=Main_Page
- Canadian Library Association (CLA) Calgary 2005.
<http://wiki.ucalgary.ca/page/CLA>

When it comes to choosing wiki software, there are several choices. There are wiki engines that run on almost any server platform. There are several open source wiki packages that you can download and install locally at no charge. There are vendors targeting the enterprise market; for example Jotspot, Socialtext, and Atlassian. For more wiki software options, peruse the “List of wiki software” on Wikipedia (http://en.wikipedia.org/wiki/List_of_wiki_software).

If you don’t want to install wiki software locally, don’t worry. There are several sites that will host a wiki for you. Simply register online, and presto—you have a ready-made wiki! You can set up a wiki for your team or library and explore the functionality and services that different sites have to offer. Some of the free and fee-based hosted wikis are XWiki, Seed Wiki, Jotspot, EditMe, and Socialtext Workspace.

There are dozens of tools that support online collaboration with co-workers, suppliers and/or your customers. Many of these tools are familiar ones: email, mailing lists, bulletin boards, instant messaging, Web conferencing, and team rooms. Others are new to many of us; this new breed of social software applications includes wikis, Weblogs, RSS news feeds and FOAF (Friends of a Friend). Wikis are one more tool to add to your collaboration toolbox. Consider pulling a wiki out of your pocket when you spot a project that could use an online collaborative workspace. ☺

Managing the Paradox of Emerging IT



By Paul Gladen

There are very few businesses or walks of life that in this day and age do not make considerable use of IT. IT helps us, among other things to:

- Communicate—via telecommunications networks, enabling us to talk with people thousands of miles away, exchange e-mail and instant messages and, increasingly, use videoconferencing from our desktops.
- Share knowledge—by communicating and making information and ideas available over corporate networks, intranets, extranets, and the web in general.
- Sell—IT facilitates selling in many ways, perhaps most obviously via e-commerce over the web, but also for example providing point-of-sale information to help sales staff make the sale
- Manage operations—using IT to gather, monitor, analyze and act upon data about what is happening in the business—whether it's monitoring a factory production line, tracking sales data from the checkout in a retail store, or tracking the activities of maintenance teams out in the field.

The challenge for everyone in business is figuring out how best to use IT, a challenge both exacerbated and facilitated by the steady stream of new technologies that offer new, better (sometimes!), and

different options for getting things done. And of course hardly a day goes by without the latest study or article bemoaning how we are being swamped by e-mail or exposed to privacy and security risks by our use of the web and other information technologies.

And this is the paradox of IT: The more it enables us to do, the more it pervades our business and personal lives and leaves us feeling like slaves to the technology.

So how do we manage this paradox, and how can information professionals make sense of the latest cool “technologies,” such as blogs, wikis, and podcasts?

What do they mean for the alphabet soup of technologies we've grappled with in recent years—ERP, CRM, EAI, etc.? How can information professionals continue to add value to the people and organizations they serve?

The answer for information professionals is to confront the paradox head-on. Information professionals have the opportunity to be guides and advisors helping businesses identify and benefit from the potential of new technologies and in particular help them capitalize on the explosion in data and information that new technologies are enabling people to create and share.

Let's take a simple example, the field of internet search, something information

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professionals clearly have considerable experience of! Google is clearly the 100-pound gorilla of mainstream web search, but phenomenal though its technology and its business is, it's still some way short of its mission of “organizing the world's information”. Searching with Google can still be at times a frustrating experience—search for information about “Washington” and Google isn't designed to stop and say, “Hang on a second—do you mean Washington D.C., Washington State, or George Washington.” Sure you pretty quickly refine your search, but there are still many times that Google

Paul Gladen is the founder and president of Muzeview, a foresight and innovation research and consulting firm. He has undertaken extensive and ongoing research into the trends and innovations changing the world of business and work. He works with organizations to help them implement an innovation capability that drives business growth.

does an imperfect job of helping us track down the answer to our question. And that imperfection is driving not just Google but many others to find new and better forms of search. Search engines such as A9 and IceRocket endeavor to assist your search by clustering search results into different categories rather than the single list you get with Google. Other companies are focused on enhancing search in particular fields ranging from finding people (digpeople.com) to IT solutions (IT.com) to jobs (Indeed.com).

For information professionals the challenge is to keep track of these new search tools, sort the wheat from the chaff, add the good tools to your toolbox, and, where appropriate, put the tools directly into the hands of those that need them—for example, alerting HR to Indeed.com.

Of course this raises new issues—how do you know that HR is interested in a jobs search engine—And even if you know that they are, how do you alert them without your nugget of information being lost in the noise of e-mails and other information sources received by HR.

Well technology has some answers—

or at least some options—here too. A variety of technologies, tools, and companies are emerging to facilitate collaboration. Many organizations are beginning to discover the potential of blogs and wikis for people both inside and outside organizations to share and discuss information, ideas and resources. For example a senior executive could use an internal blog to seek ideas and input on a new strategic initiative. Instead of the old methods of an e-mail and perhaps a meeting, an internal blog can allow employees to contribute and debate ideas all in one place and at times that suit the individuals. In an interesting combination of wikis and blogging IBM recently used an internal wiki to collaboratively define a set of policies governing how employees can produce their own public blogs.

Other technologies such as web services, are having equally powerful impacts on business collaboration at the process and transaction level.

Hence it is clear just with the handful of emerging technologies referred to above that the opportunity exists for Information Professionals to use tech-

nology to evolve the ways in which they identify and respond to the needs of the business.

To capitalize on these technologies Information Professionals need to focus on the following key steps:

- Track emerging technologies, and their potential uses and benefits.
- Understand the changing needs of the business for information.
- Understand the preferences of the business for receiving and using information.
- Evaluate the relevance of new technologies to the needs of the business in terms of information capture and information delivery.
- Work with stakeholders—especially IT and HR—to evaluate and facilitate the deployment of new technologies.
- Repeat frequently!

There is no silver bullet to managing the IT paradox, but armed with enthusiasm for the fast pace and dynamic world of technology many new and interesting opportunities exist for Information Professionals to add new value to the people and organizations they serve. ●



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Libraries, Knowledge Management, and Communities of Practice



By Alex Cohen

The library collection included many bound journals. There were stacks and stacks of items that had not been moved for many years. A brief examination of the materials in the compact storage area started to make my nose itch. Indeed, just slightly moving the materials created a dusty smell that permeated the small area and made it difficult to breathe.

The materials were valuable and part of a rare collection of *Federal Reporters*, but is that a community of practice? Was this a valid use of floor space at \$350 per square foot? Or did the program need more user-accessible space for collaboration, training, and ad hoc research? Were the materials more important than the community of users? What does a community of practice deliver to users?

If it were up to me, I would try to define a space where people share resources. From research on the Internet in information management and library periodicals, I've come up with this definition: A community of practice is an environment designed for dialogue in a subject-based, peripheral fashion (similar to an exchange at a meeting place) that generates organizational performance. The

content captured is meant specifically for community memory and organizational consumption. According to Koenig and Srikantaiah, "[T]hose who perform similar functions but are in a geographically dispersed knowledge-sharing system could be a community of practice" (2000, p. 104).

Libraries are challenged by the concept of knowledge systems and architecture. In the virtual environment, the

Alex Cohen, MLS, is a library building consultant and information technology professional. He gained his technical training from Project Management Institute, Novell (networking), Microsoft (software development training), and Sun (object oriented programming and development). As a library planner and researcher, his experience includes architectural programming, operational efficiency studies, new technology and implementation of a host IT projects for fortune 500 companies. He is an expert in large-scale integration of IT resources, knowledge management, service planning and reorganization, computer-based training, and instructional interface design. He has worked as a project manager developing online portals, network software, and offline distribution systems. As a member of Aaron Cohen Associates LTD www.acohen.com, he continues his parents' behavioral research to improve library facilities. He has used his abilities on several special, public and academic library projects.



library could be a content management system in which different members of a group have the authority to read, write, and edit information. In the physical environment, the facility plays the role of a professional host, with physical zones for collaborative work, groups of materials, technology, and tables and chairs. Librarians and information technology (IT) experts often seem to confuse how to measure the two environments. They do not share the same cost systems: One is IT; the other is architecture.

According to St. Clair and Reich, “[K]nowledge services is a management approach that brings information management, knowledge management, and strategic (performance-centered) learning together into an enterprise-wide holistic and wide-ranging function” (2002, p. 26). This statement implies that knowledge occurs on a network; on the other hand, a library is also a place.

Demonstrating Value

At a brainstorming session at the ALA Midwinter Conference in February 2000, participants from various academic institutions identified potential library functions in an effort to define return on investment for a library within an organization. The exercise gained attention in the field of library science because the participants provided quantifiable support for the library as an institution. The following library-related cost drivers were identified and posted on a Web site (Deiss, 2002):

Public Services

- Information literacy
- Circulation
- Faculty liaison work
- Electronic reserves
- Cost of delivering electronic

services (i.e., one function)

- Reference services: traditional vs. online; internal vs. external customers
- Just-in-time vs. just-in-case services

Technical Services

- Serials check-in
- Cataloging process
- Acquisitions
- Serials: ownership vs. access (use studies)

Human Resources

- Personnel management
- Staff training and retraining
- E-mail use and general communication

Facilities/Automation

- URL and connection maintenance on Web pages: What are internal costs?
- Buildings: space/storage cost, physical and electronic
- Systems administration

Implicit in this discussion is the value of the library to the institution and the need for librarians to demonstrate their ROI and illustrate their strategic value. Communities of practice are part content, part creation and sharing—it is a mix of services to different stakeholders. In some ways, professional Weblogs also work to collect data, content, and knowledge. Every time someone searches for content within a blog, community memory is created. Blogs should be considered as a way to create content for communities of practice.

It is not easy to compare planning and measuring traditional architecture with the world of electronic content. Communities can be set up from any desktop or virtually any office, but building a library takes many years. The community of practice may grow exponentially, while the library building may not change for 10 or 20 years. The

library and the special librarian must be versatile and flexible, providing the following types of value:

“The corporate librarian assists users by collecting data and analyzing target markets, or by identifying potential marketing strategies and ad campaigns launched by competitors” (Kassel, 2002).

Potential for Growth and Value

I believe special librarians who leverage the concept of communities of practice are more likely to realize their potential for growth within their organization. The extent to which they create partnerships and virtual teams and share knowledge, collaborate, and pass information back to a database can have a dramatic effect on the efficiency of the organization. The opportunity to edit, organize, and share community-specific information outweighs the need for hierarchical control. This is the participatory age. Library resources and databases increase in value with informal, spontaneous sharing.

It is difficult for organizations that value their special library to break this mold of informality. IT can build an infrastructure to support communities of practice and show a return on investment by detailing access; however, for most special libraries, reference services (traditional vs. online; internal vs. external customers) are hard to quantify (Deiss, 2002). Most CFOs have no line item for acquisition, organization, and dissemination of information.

Although we work with librarians to highlight their value, personally integrated communities of practice and accessibility of explicit data are still the core strengths of the special library. Traditionally,

discussions resulted only from reference questions, interviews, conferences, and meetings. Communities of practice are a way to combine people and align them to work together to increase participation.

For more than 15 years, management consultants have encouraged learning and sharing. Highly paid consultants have advised that information is the path to organizational success and empowerment. They preached that electronic communities would put the special library out of business, and in some law firms they did. Everyone in the organization can acquire, organize, and disseminate information.

However, the paperless revolution created more paper use. The unrestricted Internet is not efficient if Google does not come up with the answer you need. Managers need technical space to organize research and collaborate with digital information. The organization must organize research collections to be successful.

Most managers strive to get the answers they need, but in most cases it is not their job to save and reuse research or to capture information outside their domain. There is too much information and there are too many ways to become distracted. When the problem is information overload, the solution is librarians.

The challenge for information professionals is to advocate for research space. There are at least 800 billion Web pages, databases, portals, and blogs on the Internet (Kelly, 2005). The special librarian must store collections, Internet links, print materials, film, DVDs, CDs, and so on in zones. These architectural zones must embrace the organization's culture and highlight research so users can find specific data.

Key learning and sharing

can be optimized. The climate is particularly tricky, because knowledge management generates a relational dimension. Information and communication are locked into a matrix with community and space. The optimization of content influences organizational growth.

I first heard the term “forwardly deployed librarian” while working on a high-profile government project. The special librarians used it to stress the need for librarians to get into the knowledge management mix. Librarians must be a strategic part of communities of practice. They must be authorized to collect primary and secondary data wherever possible. Librarians can have an effect and demonstrate their ROI by enabling organizations to build relational resources. These resources can be shared in the physical library or over the Internet.

KM Strategy

For an organization to realize its potential, it must integrate the library into its knowledge management strategy. There are positive correlations between the library/information center and the organization's primary research repositories. There are also positive correlations between information professionals and their ability to locate secondary research for reuse. One way organizations can manage the exponential growth of data and the need to organize it is by forming and using communities of practice or architectural zones in the traditional library.

Community of practice zones will include a place for members to regularly engage in sharing and learning regarding their common interest (Azzarello, 2004). Lesser and others (2001) believe that communities of practice are valu-

able to an organization because they contribute to the development of social capital, which is a necessary prerequisite for knowledge creation, sharing, and use.

Groups that form communities of practice have the power to share. They have the power to organize and acquire primary and secondary data. They have the power to publish and broadcast their findings. Communities of practice have many characteristics and commonalities with special libraries and their users:

- Community membership and content are fluid.
- Content is formed over time as individuals associate with others who face similar issues and challenges in the organization.
- Research groups may not be formally recognized by the organization.
- There is no hierarchy; a leader usually emerges, but not always.
- Ideas flow freely.

The information requirements for special libraries are fluid and adaptive. Personal and organizational needs are based on daily, monthly, or yearly activities. There are power users and ad hoc research groups. Strategic projects necessitate participation (communities of practice). The zones enable teams to work together, organizing data, content, and knowledge. At certain times of the year, for example, marketing discussions and planning can be streamlined with a meeting place. Symposia can be coordinated to encourage communal focus (e.g., last year's ad campaign, spending strategies).

Special librarians have a unique opportunity to identify, support, and participate in the adaptive information landscape. Research activities and content can be acquired,

organized, and disseminated in architectural zones. It is hard to define how people will participate once a community has been created, because membership may be fluid; but if the community's memory is captured and is accessible to constituents, the library will be perceived as a good return on investment. Organizations must be adaptive. They must allow sharing and indexing of a common language to adapt and succeed.

Traditionally, library collections were designed to support knowledge sharing. In the future, digital repositories developed by communities of practice will perform the same function. To many, the special librarian's core competency is at the heart of this matter. How does the organization grow without an information manager/leader? How does management let information flow freely when it is difficult to control?

Primary research is created by individuals who participate in groups to share their work. These information repositories usually fall outside the organizational framework. The electronic content is flexible and has no physical home. It is individuals who associate their work with their peers. These individuals develop specialized research collections. A community of practice makes it easier for workers facing similar issues and challenges in the organization to communicate and share; it is a way to create an infrastructure for discussions.

Special libraries have a tangible skill in this area: They can provide a venue and infrastructure to enable people to meet within a community to do research and to form partnerships with others who are facing similar issues and challenges. (For example, partici-

pants in a community might identify and determine the best investments for acquisition.) After a community of practice develops, librarians can manage the related content. Understanding which content should be organized is an important role for special librarians. Who wants to purchase content for a library, only to determine that it is worthless?

The Library as a Place

Many people do not recognize the value of the library space to the organization. They want managers to share information and believe that IT has the tools or solutions to enable this. For example, at a large government library, I noted that disparate groups across many of the facilities needed the same information at the same time. However, the traditional boundaries at the agency were tight and limited, and no infrastructure existed for interdepartmental sharing and communities of practice. This situation limited the researchers' ability to quickly obtain information and hampered their effectiveness as a resource. One library supporter told us about a group that built its own community of practice because the library did not provide a venue. The library of the future seems like a natural fit with communities of practice: The librarian can host discussions in architectural zones and monitor the content that is created. The context of the library environment gives people the opportunity to share.

The special librarians at this government library were also limited by the lack of strategic connections among knowledge managers, electronic resources, communities of practice, building facilities, and so on. One positive result of the new library building proj-

ect was the notion that the desktop and the library could be set up for instant collaboration and that a zone was needed where communities could meet and share their research. This is an opportunity for the special library to demonstrate its value and establish its brand. The library of the future is both virtual host and physical space. Who else in an organization can provide a home for a virtual group and its peripheral research?

Library building and programming is a challenge. The space must be branded to support communities of practice in “zones” once represented by print collections. In this regard, the Council on Library and Information Resources February 2005 report is intriguing. The entire document studies the idea of why we need physical library space.

One article describes the need for communal meeting spaces and domestic services for more and more collaborative work. Another delves into the consequences of digital technology in terms of physical space and information exchange:

“First, the research library will be special not so much because of the quantity of information it can offer the user but because of the quality of the experience in which that information is presented. Second, producers of digital content will need research libraries every bit as much as print authors needed them in the age of Gutenberg. And finally, in the age of cyberspace, real space and compelling architecture will matter more than ever” (Fischer, 2005).

A community of practice enables a group to vet larger quantities of information, but digital libraries require ongoing support and management.

The special librarian is invaluable to researchers, who often face information overload. The librarian manages the clustering of information, organizing it for sharing and for future reuse. Practically, the traditional library is the best place for information exchange to occur.

The building can provide a brand for the community of practice—a place where the group can meet for collaboration, research, and discussion, to exchange information and build social capital. But this exchange can also occur online. Special librarians can prioritize content and provide documentation for members of the community of practice. They can keep track of the context of the discussion and the trail of commentary, incorporating Google-like keyword search capabilities from past dialogues.

Special librarians must grow into their strategic role. They must participate in community work and capture relevant information for their constituents. They must have the authority to acquire and link research. Forwardly deployed librarians must participate in research groups. At the same time, the “library as place” can be invaluable to an organization. Sometimes like-minded individuals with different experiences need a zone within the organization where they can discover and test new ideas. They need a space for practical and functional research away from the overloaded hypertext portal.

Cisco has a new product called Net Meeting—a VoIP teleconferencing center, Internet, and phone receiver rolled into one. It reminds me of Star Trek’s communicator platform, where users could speak over the phone and view each other at the same time. This product blurs the

lines between old technology and broadband communication. The special library should be equipped with tools such as this one to enable communities of practice to flourish.

I believe that libraries must have an architectural zone with a central hub for digital meetings. Libraries are places where people meet to participate. They are part of the Access Grid® (see www.access-grid.org). As the organization becomes intangible and spread out across the enterprise network, communities of practice bring people together. They are what drive our work.

“Where is the organization? It does not help to look for something tangible, such as a building. The names that appear above doors and on letterheads also do not identify the activities through which things get done. Organization, rather, is found in something as intangible as a sense of shared purpose among one or more people or among a group, such as a community. Indeed, today it is increasingly common to hear organizations being referred to as communities of practice (Lave and Wenger, 1991; Brown and Duguid, 1991; Boland and Tenkasi, 1995).

In the digital age, information content and context are created by and exchanged among people, often in communities of practice. The book club is one example—it is a group in which people matter and can share their knowledge and experience. Ideally, these communities develop out of an infrastructure and a place. For special librarians who are challenged by the virtual world and the growth of electronic access and collections, the concept of communities of practice supports the traditional environment. Indeed, the library is no

longer one place—it is everywhere. It is both a service and a space.

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How to Write for Information Outlook

SLA's monthly magazine is written primarily by and for information professionals. *INFORMATION OUTLOOK* interprets the news and covers trends and issues that affect information professionals in a global environment.

If you know of an interesting improvement in a special library or information center... If you've solved a difficult problem—or prevented one... If you or a colleague have done something extraordinary... If you want to give something back to the profession by sharing your experiences with others... We want to hear from you.

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The editorial calendar is a guide for the editorial direction of the magazine. Each issue covers many more topics than those included in the calendar. "Cover article" topics for one issue will be suitable as features in another.

When you propose an article, make sure you can relate the topic to the specific needs of our readers. *INFORMATION OUTLOOK* readers represent companies of all sizes. They work in large libraries with large staffs and as solo librarians in small companies. Their experience ranges from senior professionals to beginners just out of school.

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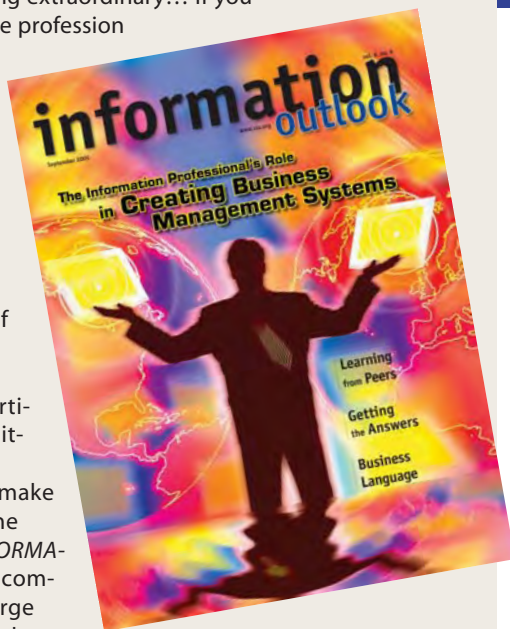
Articles should include something new, something different, something important. When the reader is finished, he or she should feel smarter than before.

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Editorial Calendar

Each issue of *INFORMATION OUTLOOK* includes articles on many more topics than the ones listed here. The calendar is only a general guide for editorial direction. "Cover article" topics for one issue will be suitable as features in another.

Please e-mail article queries and proposals to jadams@sla.org. If you are writing for a particular issue, your query should be early enough to allow for writing the article.

Issue	Cover Article	Deadline
April 2006	Competitive intelligence Possible topics: Ethical approaches, sources of information, analyzing information, adding value.	Feb. 3, 2006
May 2006	Career development Possible topics: Professional development, gaining expertise in content areas, résumé writing, interview tactics.	Mar. 3, 2006
June 2006	Digital information sources Possible topics: Selection process, RFP writing, maximizing usage.	Apr. 7, 2006
July 2006	Managing Possible topics: Planning, budgeting, supervising a staff, purchasing.	May 5, 2006
August 2006	Knowledge management Possible topics: KM systems, indexing information, low-budget KM.	June 9, 2006
September 2006	Internal Marketing Possible topics: Using intranets and e-mail, training internal clients, special events, tips for increasing usage, showing return on investment.	July 7, 2006
October 2006	Web searching Possible topics: Meta directories, using online search engines, the best sites for various content areas.	Aug. 11, 2006
November 2006	Copyright Possible topics: Global considerations, permissions, new laws and regulations	Sept. 8, 2006
December 2006	Managing Possible topics: Planning, budgeting, supervising a staff, purchasing.	Oct. 6, 2006

January 2006

SLA Leadership Summit
January 18-21
www.sla.org

ALA Midwinter Meeting
American Library Association
January 20-25
San Antonio, TX, USA
www.ala.org/ala/eventsandconferences/midwinter/2006/

Open Repositories 2006
Australian Partnership for Sustainable Repositories (APSR)
31 January-3 February 2006
Sydney, Australia
http://www.apsr.edu.au/Open_Repositories_2006

February 2006

8th International Bielefeld Conference
Bielefeld University Library
7-9 February 2006
Bielefeld, Germany
<http://conference.ub.uni-bielefeld.de/2006>

ECURE 2006: Preservation and Access for Digital College and University Resources
Arizona State University
27 February-1 March 2006
Tempe, AZ, USA
<http://www.asu.edu/ecure/>

March 2006

Spring 2006 ASIDIC Meeting
Association of Information and Dissemination Centers
12-14 March 2006
Fort Myers, FL, USA
<http://www.asidic.org/meetings/spring06.htm>

Computers in Libraries 2006
Information Today
22-24 March 2006
Washington, DC, USA
<http://www.infotoday.com/cil2006/default.shtml>

ASPP 4th Education Conference
American Society of Picture Professionals
March 23-26
San Francisco, CA, USA
www.aspp.com

2006 Information Architecture (IA) Summit
ASIS&T
March 23-27, 2006
Vancouver, BC, Canada
<http://www.iasummit.org/>

CONSAL XIII
Congress of Southeast Asian Librarians
25-30 March 2006
Manila, Philippines
<http://www.consall3.up.edu.ph/new/>

April 2006

Buying & Selling eContent
Information Today
9-11 April 2006
Scottsdale, AZ, USA
<http://www.buy-sell-econtent.com/>

20th Annual AIIP Conference
Association of Independent Information Professionals
19-23 April 2006
Coral Gables, FL, USA
<http://www.aiip.org/Conference/2006/index.html>

SCIP06
Society of Competitive Intelligence Professionals
April 26-29
Orlando, FL, USA

May 2006

Annual AIIM ON DEMAND Conference & Expo
AIIM: The ECM Association
15-18 May 2006
Philadelphia, PA, USA
<http://www.aiim.org/article-events.asp?ID=3277>

37th Annual Conference of the CPLQ
Corporation of Professional Librarians of Québec
17-19 May 2006
Laval, Québec, Canada
http://www.cbpc.qc.ca/congres/congres2006/Call_for_papers_2006.html

MLA '06
Medical Library Association
19-24 May 2006
Phoenix, AZ, USA
<http://www.mlanet.org/am/>

ICEIS 2006
8th International Conference on Enterprise Information Systems
May 23-27
Paphos, Greece
www.iceis.org

LIDA 2006
Libraries in the Digital Age
29 May-4 June 2006
Dubrovnik and Mljet, Croatia
<http://www.ffos.hr/lida/>

June 2006

CAIS/ACSI 2006 Annual Conference
Canadian Association for Information Science
1-3 June 2006
Toronto, ON, Canada
<http://www.cais-acsi.ca/2006call.htm>

JCDL 2006
Joint Conference on Digital Libraries
11-15 June 2006
Chapel Hill, NC, USA
<http://www.jcdl2006.org/>

2006 CLA Conference
Canadian Library Association
14-17 June 2006
Ottawa, ON, Canada
http://www.cla.ca/conference/cla2006/event_proposals.htm

LISA V Library and Information Services in Astronomy V
June 18-21
Cambridge, MA, USA
www.cfa.harvard.edu/library/lisa

AH 2006
Adaptive Hypermedia and Adaptive Web-Based Systems
21-23 June 2006
Dublin, Ireland
<http://www.ah2006.org/>

ALA Annual Conference
American Library Association
22-28 June 2006
New Orleans, LA, USA
<http://www.ala.org/annual>

July 2006

Ninth International ISKO Conference
International Society for Knowledge Organization
4-7 July 2006
Vienna, Austria
<http://isko.univie.ac.at/cms2/>

99th AALL Annual Meeting & Conference
American Association of Law Libraries
8-12 July 2006
St. Louis, MO, USA

Information Seeking in Context Conference 2006
19-21 July 2006
Sydney, Australia

August 2006

Third International Conference on Knowledge Management (ICKM)
University of Greenwich et al.
1-2 August 2006
Greenwich, UK

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New Year's Copyright Resolutions

By Lesley Ellen Harris

A new year, 2006, and all those resolutions to keep—eating healthier, exercising more frequently, and, of course, getting those pesky copyright issues in order. Well, maybe this third resolution is not on everyone's list, but it's not too late to add it. And remember, it is not necessary to do everything at once. In fact, I have listed 12 copyright new year resolutions, one for each month of the year (set out below in no particular order.)

1. Develop a written copyright policy. If you do not already have one, first determine why you need one and how you would use it. If you have one, determine whether it is valuable, how you can improve or update it, and how to educate all in your enterprise about the policy.

2. Set up a weekly lunchtime discussion group on copyright issues. Include senior management, marketing and information professionals, lawyers...and anyone else who will attend. Discuss topics like frustrations with copyright issues, the easiest way to get permissions to use copyright-protected materials, and how your enterprise can license its copyright-protected materials to others and profit from doing so.

3. Try to better understand fair use/dealing. Is that possible? Is fair use narrow or

broad? What research is covered by fair use? Create your own checklist to determine what may constitute fair use in your enterprise. Start with the many existing fair use checklists at:

- www.copyright.iupui.edu/checklist.htm
- www.masters.edu/DeptPageNew.asp?PageID=1757
- www.copyrightoncampus.com/basics/fairuse_list.asp

4. Read at least two new articles a month on copyright. If you have the patience, try reading one academic one for an in-depth analysis, and then a more practical one for quick advice on how you can work with a specific copyright issue.

5. Join a listserv on copyright. This is a great way to stay in touch with colleagues, and often non-lawyers, on copyright law, and also to hear about copyright law developments, case law, new bills, etc. It can build your confidence to hear others have the same questions about copyright law as you do. Lastly, it can provide you with a venue to ask your questions on copyright. There are many copyright listservs out there. One

recommended one on copyright is through the coalition for networked information at: www.cni.org/Hforums/cni-copyright. An excellent one on licensing is through LibLicense at: www.library.yale.edu/~llicense/index.shtml.

6. Develop the "ultimate" list on what your enterprise needs from license agreements. For instance, when you license an online periodical or database, what are the uses your enterprise needs to make of that content? Do you need remote access? Do you need to make print outs of it, or to save portions of it on your Intranet? What about using portions of the database for internal education/ seminars? Make a list of all the uses your enterprise needs to make of licensed content, then use that list as a set of goals in your future negotiations for licenses.

7. Take a course on copyright. SLA Click University offers several of them that you can complete at your own desk, time, and convenience. See: <http://sla.learn.com/learncenter.asp?id=178409>. SLA members receive a discount on online courses on copyright basics, interna-

tional copyright law, digital licensing, managing copyright issues and digital content management.

8. Help your enterprise undergo an intellectual property or IP audit. You may need to start by convincing senior management about the need for such an audit. It's a great way to make sure all the content and computer software you are using in your enterprise is legal, and it's also a great way to find out what IP you own, and how to market and better profit from that IP. One article to motivate all is at: www.gcglaw.com/resources/tech/ipaudit.html.

9. Set up a mechanism for monitoring the legal use of your online content. This can be as simple as doing several search engine searches for finding unauthorized content on the Web site, of others, or you could hire a professional who specializes in finding unauthorized uses of content.

10. Review your agreements with consultants. Who owns the IP in your consulting agreements? If your enter-

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prise owns it, make sure that this is clearly stated in your agreements. If the consultant owns it, take a look at the rights you have in any of the consultant's work. Now may be a good time to create an internal policy for a consistent approach to working with consultants and the ownership of their work.

11. Prepare a database of all content your enterprise has licensed. Whether it's an image you want to use on a promotional brochure or your Web site, or content from a large electronic database, wouldn't life be easier

if you could go into a single database that is easily searchable and locate that content and determine what rights your enterprise may already have with respect to that content, and, if necessary, how to obtain further rights to use that content?

12. Organize a monitoring system for changes in copyright law, whether those changes are through new copyright legislation or court cases. ●

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Web 3.0 and Project Croquet

By Stephen Abram

It's a new year! It's time to look to the future and see what might be exciting that can happen. It is a good time to revisit our visions of the future and check in. Last month I mentioned that the Croquet Project was one such example of a future-oriented scenario. Here's a little more about it.

There is a neat metaphor on the Croquet website (http://www.opencroquet.org/About_Croquet/about.html):

"Existing operating systems are like the castles that were owned by their respective Lords in the Middle Ages. They were the centers of power, a way to control the population and threaten the competition. Sometimes, a particular Lord would become overpowering, and he would declare himself as King. This was great for the King. And not too bad for the rest of the nobles, but in the end—technology progressed and people started blowing holes in the sides of the castles. The castles were eventually abandoned." —David A. Smith.

The Croquet Project is an effort to develop a new open-source computer operating system built from the ground up to enable deep collaboration between teams of users. As such it is fundamentally based in the user space and works from the users' needs in. Croquet seeks to address some of the changes and opportunities that have arisen

in the over 25 years since the PC was introduced, not the least of which was the web. It tried to move beyond the compromises of the past to engage more closely to real human behavior.

It is being managed and created by a group of bright and visionary industry gurus, Julian Lombardi, Mark McCahill, Andreas Raab, David P. Reed, and David A. Smith. They have posed themselves the classic Joel Barker scenario question: "What cannot be done today, that if it could be done, would fundamentally change the way we work, live, and play?"

In this context they have asked themselves what decisions we would make today in the creation of an operating system, knowing what we know today. What would it look like? What be would be different? If we weren't hidebound by the context of the 1970s and 1980s in the original development of our operating systems, but were bound by today's reality, what would change? Here are the two major changes that they believe need to be considered:

1. "What if we could collaborate with one another in an online dimension to create or simulate anything we wanted to?"

2. "What if we had the robustness of a 3D immersive technology, the diversity of the Internet, and the degree of social interaction we have in the real world?"

Tie this to a world where the majority of folks have played and are comfortable with the gaming metaphor and environment and you have an emerging market or demographic for success (or at least the introduction of innovative, creative change). The team has attempted to build proofs of concept and straw men, using a combination of open source software and advanced network architecture that supports deep collaboration and resource sharing among very large numbers of users. This allows these features (quoted from the Croquet Web site):

- Shared tele-presence of large numbers of people.
- Singular or shared authorship of complex spaces and their contents, thanks to Croquet's utilization of an Open GL-based graphics engine and late-binding scripting language.
- Shared open-source central repository for storage and retrieval of all created and modified objects, allowing naïve 3D developers to lever-

age the distributed expertise of Croquet's large-scale networked community.

- Collaborative, real-time viewing and manipulation of all network-deliverable information resources.
- Synchronization architecture ensures that actions and behaviors of an infinite number of networked users are simultaneously apparent to users across
- Croquet's scalable, persistent 3D environment.
- Croquet environments support real-time interactions that promote a self-organizing, interdisciplinary knowledge-sharing system in a manner that ensures accountability and trust relations.
- Croquet interface elements do not need to be literalized as a rendered 3D geometry. Viable presentation layers for Croquet spaces may be implemented in any display output metaphor.

For me it's hard to imagine this 3D space as a true day-to-day working environment. To me it's a bigger leap to that than from the leap we all

Stephen Abram, MLS, is vice president, innovation, for Sirsi Corporation. He is past president of the Ontario Library Association and current president of the Canadian Library Association. In June 2003 he was awarded SLA's John Cotton Dana Award. This column reflects Stephen's personal perspective and does not necessarily represent the opinions or positions of Sirsi Corporation. Products are not endorsed or recommended for your personal situation and are mentioned here as useful ideas or places to investigate or explore. Stephen would love to hear from you at stephen.abram@sirsi.com.



made from paper-based print to green screen interfaces and from those old green screens to WYSIWYG and Windows. Then again, I am pretty sure that it's not that big a leap to the generations that have been brought up on computer games in 3D environments—not merely Super Mario 2, Tetris, or Pac Man! I am willing to believe that this represents a valid scenario for the next shift—lord knows we've been through a few generations of this web world change already.

What we see in the sample screenshots is a system that fundamentally supports collaboration. We must ask ourselves, "What is collaboration?" Croquet defines it as:

"By deep collaboration we mean the ability of members of a group to work together in real-time on complex projects that require a range of different media to express, but a common overall goal. The members of the group may all be engaged on a single aspect of the project, or may be working on different parts - aware of their relationship to the whole. This focus can change dynamically.

"Building a house is an example of deep collaboration—where there are a number of diverse experts working together towards a common goal. Though they each have a different area of expertise, there is a great deal of communication and interrelationship between them. They are able to do this because they have evolved a "language" of

house building that allows them to quickly and accurately relay their ideas and information. This includes not just direct vocal communication, but architectural drawings, governmental standards, even "icons" drawn directly on the house as it is being built to specify where and how it should be assembled."

In our library and information space, we can see how our special information expertise contributes to the success of our users and the teams we work in and with. In order to use this Croquet scenario effectively, in our own visioning sessions, we can use it as a framework to think about what our future workspaces, offices, and intranets will look like. What skills will we need? What skills do we already have that will increase in importance? How can information be delivered in this environment? How do we increase our relevance in this kind of space? Good questions and one's we should struggle to understand now and not when we're already immersed in the wave of change.

Either way, it's also a very interesting website to surf and see the sample screenshots. To learn more about Croquet you can read the PDF Whitepapers (http://www.opencroquet.org/About_Croquet/whitepapers.html):

• Smith, D. A., A. Kay, A. Raab, and D. P. Reed (2003) and called Croquet: A Collaboration System Architecture"

• Lombardi, J. and M. P. McCahill (2004) Enabling Social Dimensions of Learning Through a Persistent, Unified, Massively Multi-User, and Self-Organizing Virtual Environment

• McCahill, M. P. and J. Lombardi (2004) Design for an Extensible Croquet-Based Framework to Deliver a Persistent, Unified, Massively Multi-User, and Self-Organizing Virtual Environment

• Smith, D. A., A. Raab, and D. P. Reed, A. Kay (2004) Croquet: A Menagerie of New User Interfaces

• Lombardi, M. M. (2004) Croquet, Anyone? Designing a more Responsive Online Learning Environment. Teaching with Technology Today, 10(5).

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From Special Library to Organizational Knowledge Nexus

By Guy St. Clair

A few months ago, in the June issue of Information Outlook, John Latham touched on one of my favorite subjects when he wrote (in an essay entitled “One Small Step for Cinderella”) about how records management, archives, and libraries are being pulled together in many organizations. Some information professionals might see this as a potential problem, since those trained in information management do not necessarily excel as archivists or records managers, and vice-versa.

Not me.

With my usual optimism I see this trend as a marvelous opportunity. From my perspective, such a convergence of responsibility is the obvious solution for meeting the organization’s information needs. And I go even further, for I would like to see this convergence lead to the creation of a centralized knowledge nexus for the parent organization. From what I’ve seen, that would be just fine for most organizations.

Knowledge services is the management methodology for this convergence. In fact, as we’ve now learned, this convergence is the defining characteristic of knowledge services and I use that very term when I define the concept: knowledge services is the convergence of information management, knowledge management, and strategic, performance-centered learning for the achievement of the organizational mission. The three disciplines come together to provide an over-arching and holistic framework for the organization, enabling the many pieces of information, knowledge, and learning scattered throughout the organization to connect and work together for

the common good, for the successful realization of whatever that organization has been created to do.

To my way of thinking (and a solution I recommend to clients), the best way for information professionals to build an enterprise-wide knowledge services focus is to start with what’s already there, to identify what’s in place and what works and what doesn’t work. We do that by using a process we call the knowledge services audit. We go out into the organization and we ask people about their research methodologies and their information needs. We link it all together and we come up with conclusions about where the strengths are, and about what needs to be strengthened. And since users don’t always know what’s possible, they may not mention certain needs, assuming they’re beyond the realm of possibility, and that’s where we information professionals get into our role as knowledge services advisors. It’s up to us to be sure our users (and our managements) know how good things can be.

Pulling it all together, we make assumptions and predictions about how success can follow if we enhance this function or pull back on that function, or if we eliminate this one or that one altogether. We carefully examine the organization’s specialized library, and in most cases, when there is a specialized library already in place, that functional unit (depending on how it fares in the knowledge services audit) turns out to be perfectly positioned to provide the foundation for the organization’s centralized knowledge nexus. The re-structured specialized library is the natural and logical functional unit to be Knowledge Services Central.

Of course what we’re coming up with here is an idealized picture, and one that in some cases might be difficult to bring to fruition, but it is nevertheless a starting point. As with all starting points, it is subject to change and refinements and, indeed, even subject to serious revision, but it is a place to begin. It is a vision of what knowledge services delivery in the organization can be, and when we have a vision, we can go for strategy. We put together a list of what needs to be done and who is to do it.

We establish milestones and we negotiate performance measures. We identify advocates and champions in the organization (as John so wisely noted in his column), and we openly and unabashedly solicit their interest and their enthusiasm, particularly if they are senior management. We work with them and their staffs to identify certain knowledge services projects that will make their lives easier, and we cheerfully take on those projects—particularly the high-visibility ones!—so that when these senior managers look good, the knowledge services team looks good.

Of course the logistics are not easy, and I would be misleading you if I were to say they are. This sort of goal-setting and planning requires a lot of thinking time, a lot of conversation with others, a lot of trying to get the day-to-day stuff done while you think about the future, but in the long run it make all kinds of sense, both for the information professionals in the organization and for the organization as a whole. Start thinking about your specialized library in “big-picture” terms and think about how good it could be as the organization’s knowledge nexus. You’ll be surprised how soon the pieces will start to fall into place.

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